



Lifeline Australia Governance Charter

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1. Purpose

The Lifeline network in Australia operates as a Member Association through the creation of Lifeline Australia. The Rules and Objects (Constitution) of Lifeline Australia establishes the formal and contractual relationships between Members and Lifeline Australia.

This Lifeline Governance Charter describes the ways in which these relationships will operate to foster trust, mutual benefit and co-operation between Members and between Members and the National Office.

As of 28 July 2016, Lifeline Australia has two classes of Membership, namely Affiliate Members and Non-Affiliate Members. Whilst only Affiliate Members can own and operate Lifeline Centres, both Affiliate Members and Non-Affiliate Members have the Member voting rights as set out in the Constitution and this Charter.

This Charter is a statement of intent: an outline of the ways in which Members, Lifeline Centres and Lifeline Australia will operate as a network that is focused on adding significant and enduring value to the communities that they serve.

2. Related Documents

Related documents include:

- The Lifeline Australia Rules and Objects (Constitution);
- The Lifeline Australia Key Statements on Values, Beliefs, Mission and Vision;
- The Lifeline Australia Board Charter
- The Lifeline Australia Strategic Directions
- The Lifeline Australia Risk Management Strategy
- The Lifeline Accreditation and Standards Program
- The Lifeline Australia Branding Strategy.

3. Context

Lifeline Australia and its Members are at a key point in their development as a network organisation.

Lifeline Australia is being supported by the Australian Government to significantly upgrade the telephone counselling service (through improved technology) and to be able to respond more effectively to the changing needs of the marketplace with a particular focus on consistent high-quality service delivery across the network.

The various building blocks of corporate governance have also been articulated during this process and there has been a significant debate about the roles, responsibilities and decision-making mechanisms that are required to move the organisation forward.

Accordingly, the organisation has engaged in a systematic assessment and debate about common understandings and commitments.

This document summarises the outcomes of these debates.

On 28 July 2016, Lifeline Australia introduced the additional Membership category of Non-Affiliate Members. These are individuals, nominated by an Affiliate Member and approved by the Board, who are committed to the objects and shared values of Lifeline Australia.

4. A Commitment to Working Together

As a result of the discussions, it has been agreed that there is mutual benefit in Members, Lifeline Centres and Lifeline Australia working together so:

- Lifeline can offer quality services to individuals and communities across Australia;
- Lifeline becomes sustainable;
- Lifeline is positioned to promote its common vision for Australian society.

In order to work effectively together, there needs to be:

- A set of guiding principles for the operation of the governance model;
- Identification and articulation of the Key Governance Elements in the Model;
- Identification of the roles and responsibilities of the partners;
- Identification of the decision making mechanisms that will be used to support effective corporate governance, in the context of the Lifeline approach as a network organisation;
- Identification of the steps that will be taken to implement the Governance Model.

5. Principles Guiding the Operations of the Governance Model

5.1 Shared Responsibility for the Lifeline Name

Affiliate Members of Lifeline Australia are able to use the Lifeline Trade Mark and in doing so, draw on the reputation and name of Lifeline in the promotion and delivery of services that have a national, state, regional or local focus.

Lifeline Centres are able to identify themselves in their communities and foster support from within those communities, using the Lifeline name. This feature remains a part of the Lifeline network with Lifeline Centres continuing to have the potential to develop state, regional and local services drawing on the brand reputation and recognition of Lifeline for funding and service promotion.

The National Office is able to use the Lifeline name to promote and position Lifeline as a national network and to maximize the reach and influence of Lifeline Australia as a result with national funders, sponsors and service partners.

With the opportunity to use the Lifeline Trade Mark all parties have a responsibility to ensure that the value of the Lifeline name is maintained and enhanced. The Members and Lifeline Australia recognize that actions that have a detrimental impact on the Trade Mark impact on us all.

5.2 Member Involvement in Decisions on Strategies and Priority

For there to be shared commitment to national strategies and priorities throughout the Lifeline network, all Affiliate and Non-Affiliate Members need to be able to make decisions on these matters by passing resolutions at special general meetings and annual general meetings.

5.3 Confidence and Accountability

For Members to have confidence in the activities of the National Office, and for Members to be assured that their common commitments to each other are being upheld, good corporate governance of Lifeline Australia must be achieved. This involves:

- Transparency in decision making
- Integrity in the actions of directors and managers
- Communication and accountability

Good corporate governance practices by Members can also provide assurances to the other Members that Lifeline Centres operate within service quality, prudential and viability expectations.

The commitment to good corporate governance practices therefore is a means of maintaining and enhancing trust and organizational effectiveness in Lifeline.

5.4 Balancing Autonomy with Conformity

The partnership approach to national services means that Lifeline is moving from a governance model based on Centre autonomy to a model that emphasizes mutual benefits and mutual responsibilities from working together.

Complete Centre autonomy cannot remain in the development and provision of national services. The demands for national access to the services, nationally consistent service standards and the obligations that each Lifeline Centre has to each other and to Lifeline Australia to manage risks and explore opportunities mean that Lifeline nationally must operate on a collaborative basis – partnership.

The culture, practice and unique advantage of Lifeline lies in the capabilities of Lifeline Centres to respond to state, regional and local population needs through innovative services and programs.

Lifeline is able to “think nationally and act locally” in placing services within the reach of everyone.

Lifeline views diversity as a strength and a necessary part of being responsive to community need. Conformity around service choices, service design and service delivery must therefore be closely related to ensuring consumer and purchaser expectations can be met, while not reducing the ability of Lifeline Centres to operate in a way that is responsive to their community.

5.5 Support a Distributed Network of LifelineCentres

We will support each other.

Lifeline aims to have a presence in metropolitan, regional and rural communities to engage with those communities in the giving and receiving of care and support. Community capacity building and social capital are indirect outcomes of the Lifeline distributed service network.

The distributed network of Lifeline Centres forms a national service network that has a capability to deliver national services, ie. to provide services to people anywhere in Australia.

Lifeline Centres contribute towards the capability of the national service network by meeting Centre specific requirements for capacity, coverage and service performance requirements, as established in National Service Standards.

Lifeline Australia provides infrastructure support the national service network – particularly when telecommunications technologies are utilized in service provision and where there are particular functions that must occur on a national centralized basis (for example, operational the 131114 account).

6. Lifeline Governance Objectives

The Lifeline Governance Model must enable the following outcomes to be achieved:

Protects the Lifeline Brand and Trademark from devaluation or depletion of recognition.

Minimises Affiliate Member risks resulting from participation in Lifeline Australia and involves Affiliate Members in managing the risks associated with large scale service purchase.

Enables service quality assurances for the core services.

Enables the strategic positioning of Lifeline as a 24 hour, nationally accessible service, so that Lifeline is well placed to promote to government and private donors that it is a unique or essential service in the human services sector of the country.

Enables the establishment of national sponsorships with national and international corporations.

Supports the formation of partnerships nationally with other services addressing mental health issues by assuring partners of Lifeline service quality, standards and service performance monitoring.

Supports innovation and the development of emerging service models that can have an impact on health and well being of the Australian population.

Supports the collection and distribution of national and regional/local data on service utilization to inform social policy and government social service plans.

Reinforces the ability of Lifeline Centres to maintain regional identity and connectivity - building community capacity and social capital.

Reinforces the ability of Lifeline Centres to develop regional and state services that are complementary to the Lifeline values and the core telephone counselling services, in response to identified regional and state needs.

Develops the long term sustainability of the organisation both as a whole and for individual Members. This sustainability includes financial security, resources, people and infrastructure. The need to diversify revenue and become less dependent on large scale purchasers is also a vital element.

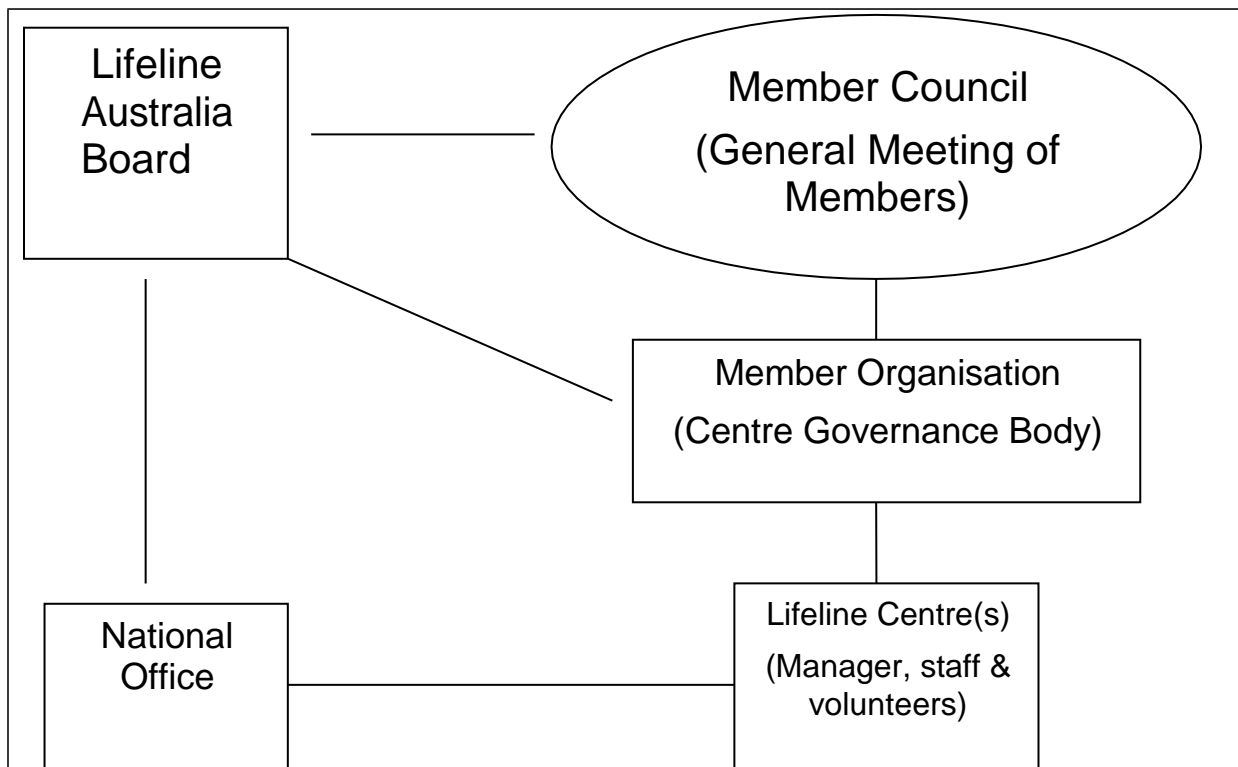
Reinforces the concept of “mutuality”: individual Lifeline Centres working together for the benefit of the whole and Lifeline Australia working for the benefit of individual Members.

7. Key Governance Elements

In order to effectively work together, communicate and make choices/decisions, the following key elements are necessary:

- The Board of Lifeline Australia;
- The Member Council (ie: General Meetings of all Members);
- Lifeline National Office (ie: managers and staff);
- Lifeline Centres (ie: managers, staff and volunteers);
- Affiliate Member Organisation (Centre Governance Body).

Diagrammatic summary of the Governance Model



The proposed Lifeline Governance Model reinforces the partnership relationships that operate between Lifeline Centres, Lifeline Australia and its Members.

Member Council

The Member Council consists of all Affiliate and Non-Affiliate Members (all of which are voting Members).

The Voting Members seek advice and input on matters to be discussed at the Members Council from their colleagues on the governance body of the Lifeline Centre, and from the manager and other personnel within the Lifeline Centre.

A meeting of the Member Council is a “general meeting of members” under the Lifeline Australia constitution.

The Constitution also defines those decisions that Members may make.

The Member Council may make decisions on matters of national priority and strategy.

Voting on resolutions occurs within the provisions of the Constitution.

The Member Council meets at least once a year at the Annual General Meeting. There is provision in the Constitution, should the Members wish to meet more often, to request this.

Meetings may take place “face-to-face” or via appropriate technology.

Meetings are chaired by the Chair of Lifeline Australia.

An independent facilitator may be used as a moderator for Council discussions.

Where circumstances permit, a notice of meeting and draft agenda must be sent to all Members six (6) weeks prior to a General Meeting but not less than 28 days prior to General Meeting as is required under the Corporations Act (Cth) 2001.

Lifeline Australia Board

The Board is guided by the Rules and Objects (Constitution) and this Charter in all elements of its operation.

The Board is elected by the Membership and is the governance body for Lifeline Australia. It is accountable to the Members for decisions it makes.

This body makes a number of key decisions, including:

- Admission of Members to Lifeline Australia;
- Discipline and termination of Members;
- Accreditation of Lifeline Centres;
- Entitlements to use of the trademark;
- Setting of Member fees;
- Declarations of National Services.

The Board’s decision making roles are defined in this Charter, in the section on “Decision Making”. The Board has the ability to delegate responsibility for decision-making to the Chief Executive Officer of Lifeline Australia. It cannot, however, delegate its accountability for the making of these decisions.

The Lifeline Australia Board makes its decisions taking into account:

- any resolutions of the Member Council
- advice from the National Office (including that arising from the consultations it undertakes with Lifeline Centres),
- the management of risk to Members
- the duties Directors of Lifeline Australia have to responsibly work for the interests of the national body and its Members.

Given the fact that the Members elect the Board to carry out a governance function, it is necessary to allow the Board to make the decisions delegated to it by Members.

The Lifeline Australia Board is accountable to Members for the performance of the National Office in implementing agreed national strategies and priorities. The Board reports to Members on the activities of the National Office, including the provision of support to Lifeline Centres. The Board also reports to Members on the overall performance of National Services.

Affiliate Members

Affiliate Members own and operate Lifeline Centres.

Affiliate Members nominate voting member representatives to attend meetings of the Member Council (General Meetings of Members) and to exercise the voting entitlement each Affiliate Member possesses.

The Lifeline Australia Board communicates its decisions to Affiliate Members and Lifeline Centres so that all decision making is transparent and accountable.

Affiliate Members are responsible for ensuring that the decisions of the Lifeline Australia Board are communicated to and implemented by Lifeline Centres.

Non-Affiliate Members

Non-Affiliate Members also attend meetings of, and vote at, the Member Council (General Meetings of Members).

The Lifeline Australia Board communicates its decisions to all Members so that all decision making is transparent and accountable.

Lifeline Centres

Lifeline Centres receive support from the National Office through the provision of various policies/procedures, resources, services and infrastructure - including information systems and telecommunications technology - provided to them through the Centre Support Program. Lifeline Centres have the opportunity to provide their Affiliate Member with feedback on their satisfaction with the performance of the National Office.

Lifeline Centres contribute to the development of National Office infrastructure to ensure that it meets user needs and supports quality service delivery.

Lifeline Centres have input and influence to the work of the National Office, especially regarding the development and provision of supporting policies, practice guidelines and resources to assist Lifeline Centres provide Lifeline National Services in accordance with National Service Standards.

The CEOs and managers of Lifeline Centres are accountable to the governance body that the Affiliate Member has established for the operation of Lifeline Centres.

National Office

The National Office is the CEO and staff within Lifeline Australia.

The Lifeline Australia Board directs the priorities and budgets of the National Office.

The Lifeline Australia Board Charter describes the governance processes for the Board and the governing arrangements between the Board and the CEO, including the executive limitations placed on the CEO.

The CEO is accountable to the Lifeline Australia Board for the programs, services provided to Lifeline Centres and performance of the National Office. The CEO is provided with delegations from the Lifeline Australia Board to achieve the outcomes and performance required of the National Office.

The CEO is responsible for fundraising and revenue generation to sustain the work of the National Office.

The CEO is required to consult widely with Lifeline Centres in the development of programs, policies, guidelines and resources and is accountable to the Board of Lifeline Australia for ensuring adequate consultation occurs.

Internal Communication & Consultation Mechanisms

The National Office has responsibility for the development and operation of communication/consultation activities to ensure effective involvement occurs from Lifeline Centre personnel, who have expertise in service provision and centre operation matters.

Some examples of internal communication/consultation activities include:

All State/Territory Reference Group. This group enables consultation with representatives of states and territory groups of Lifeline Centres from all parts of Australia. National issues which impact on Lifeline Centres, such as funding submissions to the Australian Government, can be discussed through this Group.

Purpose-Oriented Reference Groups. These groups enable consultation with subject experts in Lifeline Centres on the development or review of matters such as service policies/practices, training programs, marketing strategies, centre support initiatives. External expertise may be sought to provide input to the consultations with these Reference Groups, especially around professional practice matters and industry standards or trends.

Meetings with State/Territory Groups. Lifeline Australia management and representatives of Lifeline Centres in particular State/Territory Groups may meet to discuss issues affecting that group of Lifeline Centres, or to develop initiatives to support the centres in a state/territory. These meetings are also opportunities for groups of Lifeline Centres to provide feedback and raise questions about National Office activities.

All Centre Manager Meetings. Lifeline Australia may host meetings of all managers from Lifeline Centres to provide information about national projects or activities, and to seek feedback and comment on the development of national policies and programs.

Purpose-Based Forums. Lifeline Australia may host forums with Lifeline Centre personnel based on a particular purpose, or the job roles of these personnel. For example: A Trainers Forum may be held to share experience with training programs, or to develop the professional skills and knowledge of

trainers in Lifeline Centres. Typically, these Forums will include input from external 'industry' organisations.

Generally speaking, these groups will have a fixed duration, relating to the purpose for which the consultation and communication is occurring. The need for particular groups to be formed will vary depending on the needs of the time.

Participation will be generally be determined through an open selection process, with the terms of reference or objectives of the groups/meetings being made available to encourage nominations from suitable people.

Documentation of the outcomes of communication/consultation activities will be made available for all people on the Lifeline Extranet.

The CEO of Lifeline Australia will receive information and feedback through these activities to assist her/him with decision making, and/or with the preparation of advice to the Board of Lifeline Australia.

8. Roles & Responsibilities of the Partners

The following explains what each of the partners will be doing and held accountable for.

Centres	Centres to Affiliate Members	Centres to Lifeline Australia
	<ul style="list-style-type: none"> Promote & uphold Lifeline values Operate national services Operate other services to the community Report on all service operations Deliver all services to agreed quality & standards Comply with policy & risk management requirements Maintain relationships with other community services & stakeholders in centre region Operate business activities & fund raising Recruit, train and retain volunteers. 	<ul style="list-style-type: none"> Promote & uphold Lifeline values Provide reporting on service operations and risk management issues where they relate to national services Conduct projects & other activities that are consistent with agreed national priorities and strategies

Affiliate Members to Centres	Affiliate Members	Affiliate Members to Lifeline Australia
<p>Promote & uphold Lifeline values</p> <p>Represent & advocate on behalf of the Centres</p> <p>Participate in General Meetings of Lifeline Australia</p> <p>Facilitate information exchange between Lifeline Australia and stakeholders</p> <p>Establish and monitor strategies to ensure Centre viability</p> <p>Fulfil all legal, governance & risk management requirements</p> <p>Establish and monitor strategies to promote and develop the Lifeline Centre(s)</p>		<p>Promote & uphold Lifeline values</p> <p>Commit to promote & uphold Lifeline values</p> <p>Provide assurances that other services & activities by the Centre are consistent with the Trademark Licence requirements</p> <p>Members provide assurances that they have in place strategies & actions to ensure long term viability of centres</p> <p>Provide performance reports & other assurances to meet all Lifeline Centre accreditation requirements</p>

Non-Affiliate Members to Centres	Non-Affiliate Members	Non-Affiliate Members to Lifeline Australia
		Promote & uphold Lifeline objects Commit to promote & uphold Lifeline values

Lifeline Australia to Centres	Lifeline Australia to Members	Lifeline Australia
<p>Promote & uphold Lifeline values</p> <p>Provide support to Lifeline Centres towards meeting agreed accreditation standards</p> <p>Provide support to Lifeline Centres towards meeting Trademark Licence requirements</p> <p>Establish national policies & procedures in consultation with Lifeline Centres</p> <p>Facilitate sharing of information & resources between Lifeline Centres</p> <p>Provide Centres with relevant & timely information on issues which may affect them</p> <p>Undertake national promotion & marketing programs</p> <p>Facilitate national sponsorships & fund raising</p> <p>Support Centre(s) in managing government relations</p> <p>Provide & develop national service infrastructure including the national telephony network</p> <p>Obtain funding for, and manage, projects & activities for service development</p> <p>Obtain funding for, and manage, project & activities that enhance Lifeline's opportunities in the marketplace</p>	<p>Promote & uphold Lifeline values</p> <p>Approve requests for new Members & Centres</p> <p>Manage national accreditation processes</p> <p>Approve use of the Trademark</p> <p>Facilitate government relations with Federal government</p> <p>Seek & administer national contracts which are consistent with national priorities & strategies</p> <p>Ensure Lifeline Australia viability</p> <p>To operate consultative mechanisms that support Members in active national decision making</p> <p>Interpret & implement national strategies & priorities</p> <p>Provide leadership on national issues.</p>	

9. Decision Making

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Constitution ~ Rules and Objectives for Lifeline Australia Inc - including defined role of National Office and Rights/Responsibilities of Members	Empowered Members vote makes final decision on Rules and Objects	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board on proposals to be put to Members	Consulted LA Board puts proposals to Members ¹
Election of Board Members (Directors) for Lifeline Australia	Empowered Members vote makes final decision on Board Members (Directors)	Consulted Advice and input sought by Affiliate Members	Informed	Informed
Appointment of Chair, Deputy Chair, Committee Membership, Secretary for Lifeline Australia Board	Informed	Informed	Informed	Empowered LA Board makes final decision on all board appointments and on the Secretary (Public Officer) for Lifeline Australia
Appointment of Auditor for Lifeline Australia	Empowered Members makes final decision on the choice of auditor	Informed	Informed	Collaborate Board compiles possible choices & provides advice to Members

¹ **Empowered** – makes the decision; **Collaborate** – has significant involvement in the decision; **Consulted** - has opportunities for input to the decision; **Informed** – has limited input to the decision, but receives information about the decision and the reasons for it

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Lifeline Key Statements, including Values, Vision, Mission, Goals	Empowered Agreed to at Members Council	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Collaborate LA Board develops information & resolutions for consideration by Members
Lifeline National Strategic Directions including priorities, strategies and actions for the organisation as a whole & Brand Management & positioning of Lifeline	Empowered Agreed to at Members Council	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Collaborate LA Board develops information & resolutions for consideration by Members
National Services ~ setting of definition	Empowered Agreed to at Members Council	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Collaborate LA Board develops information & resolutions for consideration by Members
Declaration of National Services and requirements of Lifeline Centres	Consulted Advice & input sought by LA Board	Consulted Advice and input sought by Affiliate Members	Consulted Advice & input sought by LA Board	Empowered Decision made by Lifeline Board
National Standards	Empowered Agreed to at Members Council	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Collaborate LA Board develops information & resolutions for consideration by Members

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Criteria for the Use of the Trade Mark	Empowered Members to set criteria	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Collaborate LA Board provides information & resolutions for consideration by Members
Trade Mark Licence Requirements	Consulted	Consulted Advice and input sought by Affiliate Members	Consulted Advice and input sought by LA Board	Empowered LA Board makes final decision on Licence Requirements
Criteria for National Contracts on Sponsorship and Services that impact on some or all Lifeline Centres	Empowered Members set criteria for the contracts LA can enter without their express agreement	Consulted Comment from affected Centres sought on national sponsorship and service contracts	Consulted Provides advice to the LA Board	Collaborate LA Board provides information & resolution for consideration by Members
National Contracts on Sponsorship and Services that impact on some or all Lifeline Centres	Consulted Members consulted by Board about specific contracts	Consulted Comment from affected Centres sought on national sponsorship and service contracts	Consulted Provides advice to the LA Board	Empowered LA Board decides on national service and sponsorship contracts
Risk Analysis for National Services	Collaborate Risks and resource issues are brought to Member's attention for their input to the Risk Management Plan.	Consulted Input sought on defined national services, especially on telephony and IT infrastructure.	Consulted Provides advice to the LA Board.	Empowered LA Board decides on risk management plan for the National Services.

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Accreditation of Lifeline Centres under the Lifeline Accreditation and Standards Program	<p>Informed</p> <p>Members notified of accreditation decisions</p>	<p>Consulted</p> <p>Comment from Centres will be sought on accreditation reports</p>	<p>Consulted</p> <p>Comment from National Office will be sought on accreditation reports</p>	<p>Empowered</p> <p>LA Board decides on accreditation Lifeline Centres</p>
Uses of Lifeline Trade Mark, within Licence requirements and criteria for use	<p>Informed</p> <p>Members receive Annual Report on approved uses of Trade Mark.</p>	<p>Consulted</p> <p>Centres submit requests on proposed uses of the Trade Mark - provide information, and advice on these requests</p>	<p>Empowered</p> <p>CEO decides on Trade Mark use approvals within criteria for use</p>	<p>Consulted</p> <p>LA Board has oversight of National Office performance</p>
Registered Training Organisation - operations as core infrastructure for Centres	<p>Informed</p> <p>Risks and resource issues are brought to Member's attention</p>	<p>Consulted</p> <p>Input sought on RTO operation, to meet Centre needs as 'designated sites' Provide feedback to LA on satisfaction with RTO.</p>	<p>Empowered</p> <p>CEO decides on priorities and activities</p>	<p>Consulted</p> <p>LA Board has oversight of National Office performance</p>

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Centre Support Program including National Service Policies and Practice Guidelines, Training & Resources, Infrastructure and I.T. support, support with Quality Improvement Planning	<p>Consulted</p> <p>Members consulted about program activities and projects</p>	<p>Collaborate</p> <p>Advice and input to Program development and implementation Advice and input to the development and content of National Service Policies, Practice Guidelines, Training Resources, Infrastructure and I.T. support requirements, support requirement for Quality Improvement Planning</p>	<p>Empowered</p> <p>CEO decides on Program content, priorities and activities</p>	<p>Consulted</p> <p>LA Board has oversight of National Office performance.</p>
National Sponsorship and Fundraising Program: including Government Funding, Business Development, Philanthropic Funding, Donations and Sponsorships	<p>Consulted</p> <p>Members consulted about program activities and projects</p>	<p>Collaborate</p> <p>Advice and input to Program development and implementation</p>	<p>Empowered</p> <p>CEO decides on Program content, priorities and activities</p>	<p>Consulted</p> <p>L.A. board has oversight of National Office performance</p>
Lifeline Marketing and Communications Program: including strategic relationship building	<p>Consulted</p> <p>Members consulted about Program activities and projects</p>	<p>Collaborate</p> <p>Advice and input to Program development and implementation</p>	<p>Empowered</p> <p>CEO decides on program content, priorities and activities</p>	<p>Consultant</p> <p>LA board has oversight of National Office performance</p>

Decision/Activity	Members	Lifeline Centre Managers	CEO & National Office	Lifeline Australia Board
Service Innovation Projects and Research Grants	Informed Members notified of project activities – against Member Council's Strategies & Priorities	Collaborate Input sought by Lifeline Australia on project selection and operation - some Centres to participate in Projects as partners with Lifeline Australia	Empowered LA CEO decides on approach and activities in accordance with National Strategies and Priorities.	Consulted LA Board has oversight of National Office performance.
Centre operations on National Services, eg: Lifeline telephone counselling service	Consulted Governance role exerted over Centre operations and performance	Empowered Makes all management decisions about resources, staffing, systems, internal policies, reporting and quality controls	Informed Centres to provide information to Lifeline Australia upon request, for planning and national data purposes.	Informed Centres to provide information to Lifeline Australia upon request for planning and national data purposes
Centre-based development and operation of non-national services	Empowered Members make decisions about strategic investment in service development -and service operations	Collaborate Provide advice to Affiliate Members to support decisions about investments in non- national services	Consulted Where Trade Mark is involved, National Office approves Trade Mark use	Informed Receives reports on the range of non-core services operated by Lifeline Centres

10. Policy Protocol

The Policy Protocol is as follows:

- Policy Agenda (Topics of Policy under development) to be announced by National Office on a regular basis – probably every six months
- National Office to invite open comment and submissions from Lifeline Centres and Members after Policy Agenda is announced
- Reference Groups are to be established through call for nominations and reviewed every 12-18 months
- Reference Groups are to be the principal method of deliberation on policy development (sometimes to also receive input from special purpose working groups)
- External input as well as internal (Lifeline Centre and Members) consultation to occur as a routine requirement, ie: stakeholder organisations, professional bodies, external expert advisors to inform Lifeline Australia policy
- National Office to make a general announcement of final draft policy for comment to all Lifeline Centres (timeframes for comment to be around one month)
- If warranted, final draft policy is to be circulated through All States & Territories Reference Group – to deliberately encourage state/territory group's engagement in final policy draft comments
- CEO delegation on policy authorisation is on Lifeline Australia policy relating to the implementation of standards and national strategies/priorities in the following areas:
 - Lifeline National Services and LASP
 - Lifeline Trade Mark Protection and Marketing/Communications
 - Lifeline Fundraising, Business Development and Corporate Relations
 - Lifeline Operations
- National Board authorisation to be required on strategic policy (with the Board determining whether or not the specific endorsement of Members is required)