ACWA

Practice Governance Framework

Design Team

Terms of Reference

Updated: 3 April 2024

These Terms of Reference (TOR) have been designed to guide the work of the Design team for a model Practice Governance Framework (the model framework). The Design team consists of representatives from Australian Children's Welfare Agency (ACWA), Parenting Research Centre (PRC) and ACWA member organisations. See section 4 for more information.

ACWA and the PRC are partnering to develop a model framework that can be adapted for use by ACWA member organisations. The model framework will be developed based on input from a Design team, as well as the research evidence on practice governance.

This model framework will provide an adaptable, and widely applicable set of principles, elements and practices that member organisations working in the child and family welfare sector can use in establishing their own practice governance frameworks. It will describe the key components of an effective framework and provide guidance on how to apply and tailor those components in individual organisations.

1. Purpose

The central purpose of the Design team is to guide the development of the model framework. Once the model framework is delivered, members will also participate in workshops that will support them to consider what is needed for their organisation to get ready to individualise and implement their own Practice Governance Framework. These will also have a focus on planning for data collection and related reporting to support continuous practice improvement.

2. Roles and Responsibilities

The Design team members will:

- Share their knowledge and expertise to help develop the model framework.
- Participate actively in the design process, including design workshops and planning workshops. This includes completing any associated preparatory activities (e.g. pre-reading) and between-session tasks.
- Provide input to inform decision-making about the feasibility, installation, and implementation of the model framework.
- Consider and consult with key stakeholders (e.g. the board, executive, management, practitioners, clients, etc.) to bring their views into the design process.

- Champion the practice governance in their zones of influence, both during and beyond the project timeframe.

3. Time frame and time commitment

This group will operate from March 2024 to December 2024 (see section 6 'meetings' below).

The estimated time commitment for Design team members is two days per month (inclusive of meetings, preparation activities, and between-meeting tasks).

4. Membership criteria

Design team

Membership of the Design team includes 11 senior organisational leaders (from 11 member organisations) with the ability to report progress to the CEO and via the CEO to the Board.

Additionally, members have been chosen because of their:

- Ability to demonstrate how their Boards will be involved in the progress of the overarching Practice Governance Framework.
- Organisational commitment to practice governance and to having a Practice Governance Framework in place.
- Understanding of their organisation's current practice governance structure.
- Motivation to continue the work beyond the end-date of this project and into implementing the Practice Governance Framework.
- Interest or experience in continuous practice improvement and data-informed decision making.

Design team will commit to:

- Attend all scheduled meetings.
- Come to meetings prepared (read meeting papers, complete between meeting tasks).
- Support the efficient conduct and effectiveness of the meetings.
- Value and welcome diversity in views.
- Participate fully in meetings, share thoughts, ideas, and concerns openly.

Design team members can expect to:

- Receive any pre-reading at least three working days before the meeting.
- Have their views heard and understood.
- Be granted the time release from their organisation to fully participate in this process.

ACWA Project team

- Julianna Demetrius – ACWA Project Leader and ACWA Lead Consultant

PRC Project team

- Warren Cann, Principal Consultant
- Vannessa Montoya-Barbaro, Senior Practice Design Specialist

- Dr Fiona May, Principal Specialist
- Michele Hervatin, Practice Design Specialist

5. Key tasks

Key tasks for the Design team will include:

- Develop a shared understanding and build collective commitment to the vision of the model framework.
- Agree on key elements of the model framework.
- Explore application of practice governance principles, levers, and pillars.
- Provide guidance on how to ensure maximum relevance, flexibility, and adaptability of the model framework.
- Participate in consultative processes lead by the ACWA and PRC Project teams.
- Consider existing governance, oversight, and reporting mechanisms.
- Gather input and feedback from local stakeholders where relevant and required.
- Provide feedback on the model framework as it is compiled.

6. Meetings

Six design workshops are anticipated. These will be:

- Chaired by Warren Cann (PRC) and supported by Julianna Demetrius (ACWA Project Lead) with input from PRC staff as required
- Held monthly from March 2024 to August 2024
- Two hours in duration
- Conducted via Microsoft Teams
- Proxies are not permitted
- Decisions/actions will be captured by the PRC Project team
- Workshops will be recorded to capture the richness of the discussion, support any follow-up work required, and assist with planning for future sessions. The recording will be accessible only to participants. It will be available for 3 days after the session.

When the model framework is finalised, two additional workshops are anticipated from October to December 2024. These will focus on supporting Design team members to consider what is needed for their organisation to 'get ready' to individualise and implement their own Practice Governance Framework. There will also be a focus on planning for data collection to support continuous practice improvement. Further information will be provided on these two additional workshops as the project progresses.

7. Decision-making

Final decision-making sits with the ACWA Project team and relevant executive. The Design team will seek consensus as far as is possible in its advice to the Project team.

8. Amendment, Modification or Variation

These Terms of Reference may be amended, varied, or modified in writing after consultation and agreement by Design team members.