

100-01 Governance Procedure

1. Scope

- 1.1. The purpose of this procedure is to describe Open Arms governance arrangements including Open Arms management meetings and reporting within Open Arms and the Department of Veterans' Affairs (DVA).

2. Background

- 2.1. Governance is an overarching term for Open Arms' accountability structures and processes and covers management teams, committees and reporting.
- 2.2. Management meetings are held to develop strategy, plan implementation, review, and prioritise. Meeting documentation is maintained by the area/position responsible.
- 2.3. From time to time, less formal meetings are held which nonetheless discuss important issues. Outcomes from those meetings are usually recorded within project documentation or may be held by individual participants.
- 2.4. Open Arms governance is also based on hierarchical reporting within Open Arms, and from Open Arms to the Secretary and Chief Health Officer (and ultimately the Minister for Veterans' Affairs). Open Arms also reports to a number of committees on a regular basis.

3. Expected Outcomes

- 3.1. The Open Arms Governance Procedure is intended to:
 - provide specific direction to enable application of governance policy.
 - articulate the vehicles and mechanisms for governance within Open Arms.

4. Structure

4.1. Minister's Independent National Advisory Committee

4.1.1. The role of the Minister's Independent National Advisory Committee (NAC) is to:

- Deliver independent and distinctive advice to the Minister for Veterans' Affairs (the Minister) on the needs of the veteran community and ways in which these can be addressed through Open Arms.
- Support Open Arms to develop programs and service-delivery arrangements that:
 - are responsive to the mental healthcare needs of Australian veterans and their families.

- are based on a health and wellness approach.
 - assist in liaising with other mental health agencies to facilitate a co-ordinated approach to mental health care.
 - are consistent with the Government’s mental health policy, enabling Open Arms to fulfil its role as a key component of DVA’s delivery of community-based mental health care.
 - Provide guidance to Open Arms on:
 - issues and needs within the veteran and defence communities that impact the delivery of Open Arms programs.
 - strategic service delivery partnerships that enable Open Arms to play its part with other providers in an integrated approach to mental healthcare.
 - Assess and report to the Minister on the operations and quality of outcomes delivered to the veteran community through Open Arms programs (see Instruction – NAC Meetings).
- 4.1.2. Meetings of the NAC are held three (3) times per year.
- 4.1.3. Members of the NAC are encouraged to participate in Regional Advisory Forum meetings.
- 4.1.4. The Chair and appointed members of the NAC are appointed by the Minister for a term of three years and are intended to represent the broader veteran community and veteran health services.
- 4.1.5. **Secretariat:** National Operations, Open Arms.
- 4.1.6. **Records held:** Open Arms website and TRIM 1402152.
- 4.2. **National Management Team**
- 4.2.1. The National Management Team (NMT) ensures national, 24/7 client assist and regional considerations are taken into account when developing policies and procedures, and provides leadership to support the implementation and oversight of planning, monitoring, evaluation and service delivery. The NMT also contributes to the development of the annual Open Arms Business Plan. NMT roles and responsibilities are defined in its Terms of Reference (see the NMT Meetings Instruction).
- 4.2.2. NMT meeting outcomes are disseminated to staff through Regional Directors, National Directors, the Director Client Assist and the National Manager’s staff updates.
- 4.2.3. Details relating to NMT meetings are as follows:
- Held by regular video and telephone conferences and supplemented by a number of face-to-face meetings each year.

- Chaired by the National Manager.
- Members: National Manager, Deputy National Manager, Assistant National Manager, National Directors, the Director Client Assist and Regional Directors.
- Secretariat: Executive Officer to the National Manager.
- Records are managed by the Executive Officer to the National Manager.

4.3. National teams

4.3.1. Open Arms national office teams are each led by a National Director who has delegation for the functions of that section. National Directors are supported by Assistant Directors who have direct oversight of staff in their teams.

4.3.2. National section team meetings are routinely convened. Details relating to meetings are as follows:

- Held fortnightly to monthly.
- Chaired by the National Director.
- Members: All staff in the Section.
- Secretariat: Section Support Officer.
- Records managed by the Section Support Officer.

4.4. Client Assist Contact Centre team

4.4.1. The Client Assist Contact Centre (Client Assist) is led by a Director who has delegation for 24/7 operations and service delivery. The Director Client Assist has a Leadership Team comprising Assistant Directors and a Clinical Practice Manager who assists with the direction and oversight of service delivery, clinical and clinical support staff and business support.

4.4.2. Client Assist team meetings are routinely convened. Details relating to meetings are as follows:

- Held fortnightly to monthly.
- Chaired by the Director Client Assist.
- Members: All staff in the Client Assist Contact Centre.
- Secretariat: Clinical Practice Manager.
- Records held by the Clinical Practice Manager.

4.5. Regional teams

- 4.5.1. Open Arms regions are each led by a Regional Director who has delegation for local operations and service delivery. Regional Directors lead a Regional Leadership Team comprising Assistant Directors and Regional Clinical Practice Managers who assist with the direction and oversight of clinical support staff and business support and are responsible for clinical support (see Instruction – Regional Meetings).
- 4.5.2. Regional team meetings are routinely convened. Details relating to meetings are as follows:
 - Held fortnightly to monthly.
 - Chaired by the Regional Director.
 - Members: All staff in the Region.
 - Secretariat: Regional Clinical Practice Manager.
 - Records held by the Regional Clinical Practice Manager.

5. Parent Policy

- 5.1. 100 Governance Policy

6. Subordinate Instructions and Templates

- 6.1. 100-01/ 01 NMT Meetings
- 6.2. 100-01/ 02 NAC Meetings
- 6.3. 100-01/ 03 Regional Meetings
- 6.4. 100-01/ T1 NMT Meeting Agenda
- 6.5. 100-01/ T2 NMT Meeting Minutes
- 6.6. 100-01/ T3 NMT Meeting Schedule
- 6.7. 100-01/ T4 NAC Meeting Agenda
- 6.8. 100-01/ T5 NAC Meeting Minutes
- 6.9. 100-01/ T6 Regional Meeting Agenda
- 6.10. 100-01/ T7 Regional Meeting Minutes
- 6.11. 100-01/ 04 Regional Advisory Forums Instruction
- 6.12. 100-01/ T7 RAF Agenda
- 6.13. 100-01/ T8 RAF Minutes
- 6.14. 100-07/ T9 RAF Report to NAC



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Authorisation and signature

This Procedure is the authorised version agreed by Open Arms – Veterans & Families Counselling and is to direct the decision-making of all staff.

CLEARED BY THE NATIONAL MANAGER AS A COMMENT DRAFT

The comment draft period is 15 September 2020 to 15 December 2020. In this period the policy suite is cleared for operational use on the basis that feedback on its utility will be evaluated immediately and agreed changes incorporated during the comment draft period for further operational testing. A National Manager approved final version of this policy will be released on 29 January 2021. Thereafter a regular review process will be in place.

Dr Stephanie Hodson CSC
National Manager

1 July 2020

Procedure version history

Version	Date	Details of change	Author/Responsible
1.0	1 July 2020	Initial - endorsed	National Manager