



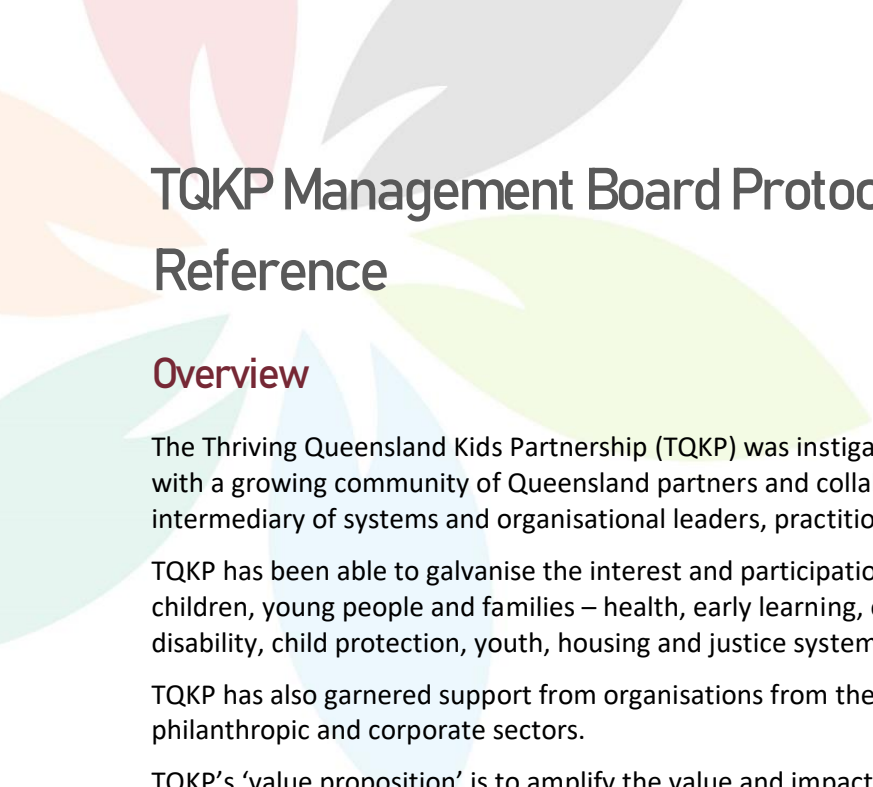
Thriving Queensland Kids Partnership

Catalysing systems to change the odds for Queensland children and young people to thrive

Management Board

Protocol and Terms of Reference

v1.0 August 2022



TQKP Management Board Protocol and Terms of Reference

Overview

The Thriving Queensland Kids Partnership (TQKP) was instigated in mid 2020 by ARACY in collaboration with a growing community of Queensland partners and collaborators. TQKP has emerged as a coalition and intermediary of systems and organisational leaders, practitioners, academics from across Queensland.

TQKP has been able to galvanise the interest and participation of people from all the systems that relate to children, young people and families – health, early learning, education, family support, mental health, disability, child protection, youth, housing and justice systems.

TQKP has also garnered support from organisations from the Government, not-for-profit, university, philanthropic and corporate sectors.

TQKP's 'value proposition' is to amplify the value and impact of the philanthropic, not-for-profit, community, government and tertiary sectors, by leading and facilitating systems-level collaborative, integrative and developmental initiatives.

A greater part of the value and impact of TQKP will develop will come from the concerted and aligned efforts of partners and collaborators. Realising this rests on the strength of connections and commitments of partners and collaborators to shared purpose and value, and to joint actions and contributions, around what and how joint work will be undertaken.

The framework under which partners will come together will be set out in four documents:

- The TQKP Charter
- The TQKP Collaboration Agreement,
- The Leadership Table Protocol and Terms of Reference, and
- The Management Board Protocol and Terms of Reference.

The TQKP Charter will be a public document that articulates the collective purpose and approach of the Partnership, and invite all partners and collaborators to make a statement of commitment.

The Collaboration Agreement is an MoU which sets out, in addition to TQKP's purpose and approach, the governance and collaboration operating arrangements and protocols for core partners and key leaders, especially those making a significant financial and / in kind contribution, and those participating in the Leadership Table.

The Charter and Collaboration Agreement are not legally binding. They are respectful of the responsibilities and accountabilities of partner organisations.

ARACY will continue during Phase 2 to be the host and auspicing entity for TQKP, with ultimate legal and financial responsibilities.

To enable TQKP to be led by Queensland partners and leaders, the ARACY is devolving governance to a majority Qld-based TQKP Management Board.

The ARACY Board has resolved to delegate to the Management Board the following powers:

- a. selection of a new TQKP Convenor / Executive Director if that becomes necessary (with final approval required from ARACY the Board)
- b. management of the performance of the Convenor / Executive Director in accordance with the Executive Director's employment conditions and ARACY policies and procedures. However, the

Management Board must not commence disciplinary action in relation to the Convenor / Executive Director without approval of the ARACY Chair

- c. approval of the TQKP budget within the delegation from the Board
- d. approval of the operating strategy within the delegation from the Board
- e. reviewing and overseeing the Projects (including ensuring the ongoing support of critical stakeholders), and
- f. that the employment of the TQKP team is in accord with ARACY's employment conditions, policies and procedures.

Accordingly, the TQKP Management Board will be responsible for overseeing TQKP performance, budget, staffing, risk and the operational plan, and for overseeing the delivery and accountability of TQKP.

The Management Board will ensure that TQKP delivers approved priorities effectively, equitably and efficiently, operates in accord with the TQKP Charter and agreed values and principles, and meets legal, financial and contractual accountabilities to partners and investors.

TQKP Management Board will consist of representatives of core Qld partners, a leader from each sector, a First Nations person, plus an ARACY Board member and CEO. These entities would be expected to have signed the Charter and the Collaboration Agreement.

A key advisory forum to the TQKP Management Board will be the TQKP Leadership Table. The Leadership Table is a key collaboration forum and mechanism of the Partnership for Phase 2.

The Leadership Table will consist of a diverse group of up to 25 leaders from core partners, First Nations, ARACY, collaborating entities and other community and organisational leaders, who are signatories to the TQKP Charter and Collaboration Agreement.

The Leadership Table will be responsible for goal and priority setting, identifying emerging opportunities, enabling an authorising environment for collaboration, innovation and coordinated action, agreeing roadmaps, contributing to the Operational Plan, and reviewing the progress, value and impact of TQKP.

The Management Board will act within delegations from the ARACY Board, and account to the ARACY Board and core and investing partners. The Management Board would meet at least six times a year.

Protocol

Members of the Management Board commit to operate in accord with the following protocols, that is, to:

- engage in accordance with the agreed purpose, principles, values, approach and priorities of the Partnership
- act as champions of TQKP amongst their networks
- act at all times to ensure that respect, inclusion safety, fairness, listening and learning are characteristics of the conduct of the Management Board
- act with integrity and transparency, whilst maintaining confidentiality as required
- manage any conflicts of interest that may arise when considering project partnerships and allocation of resources
- take individual accountability for ethical and professional conduct, including the calling out of behaviour that does not meet appropriate standards, and
- maintain attendance as a named person or senior representative, or a proxy if required.

Management Board Terms of Reference

Role and tasks

The Management Board's role and tasks include:

- approval and overseeing the development, implementation and assessment of priorities, frameworks, roadmaps and initiatives considered by the Leadership Table
- approval and overseeing TQKP's governance, collaboration and operating strategy and activities
- selection of a new TQKP Convenor / Executive Director if that becomes necessary (with final approval required from ARACY)
- management of the performance of the Convenor / Executive Director in accordance with the Executive Director's employment conditions and ARACY policies and procedures
- approval and overseeing of the TQKP budget and financial status and resourcing strategy
- reviewing and overseeing the portfolio of TQKP programs and projects (including ensuring the ongoing support of critical stakeholders), and
- that the employment of the TQKP team is in accord with ARACY's employment conditions, policies and procedures.
- overseeing accountabilities to ARACY, partners and investors
- facilitating the Partnership and the contributions of partners and collaborators, and
- reviewing progress, results, learnings and value of the Partnership.

Membership

- The Management Board will be a cross-sectoral group of Qld leaders and key partners, plus the ARACY CEO and an ARACY Board member
- The Management Board will have a maximum of 7 persons including the Chair, and at least one First Nations leader
- Members will serve a 2 or 3 year term, which may be extended once, to provide a balance of continuity and renewal.
- Membership of the Management Board attaches to a named person. One named proxy is allowed per Member for occasional absences.

Operating approach

The Management Board will make many decisions: on priorities, funding, proposals and positions the Partnership might take on presenting issues. Related, but separate to decision making, are the agreements Partners might make to work together and commit time and resources to joint projects. This is an important distinction.

Decision-making applies to circumstances where the Partnership must decide or recommend a course of action or position for the Partnership overall. The preferred model of decision making is to reach consensus through discussion and negotiation. Where consensus is not achieved, a simple majority will resolve the matter. In such circumstances Partners may, respectfully, express dissent whilst also respecting the decision of the Leadership Table.

Agreement-making applies to circumstances where Partners voluntarily agree to act in certain ways to progress shared interests or the shared agenda of the Partnership. Agreement making is the process by which Partners voluntarily commit to taking certain actions or committing certain resources. These agreements may then take legal form if there are interests to protect and the Partners wish it. Agreement making will involve as many Partners as is appropriate given the issue at hand.

The Management Board *does not* have the power to compel members to:

- come to agreement
- commit resources or
- to take certain actions

Such things must be arrived at through the voluntary actions of Partners in the spirit of collaboration embedded in the TQKP model, and in accordance with their accountabilities and responsibilities.

Unless a formal legal agreement has been struck between Partners, there are no proposed formal remedies against non-action by a Partner, beyond:

- The reaction of other Partners, who may also decide to break their previous pledges or to avoid future agreements
- Imperilment of the Partner's continuing membership of the Leadership Table, where the Partner continuously breaks agreements.

Governance and collaboration review

The Management Board will be engaged with and consider draft reports from TQKP's review and reporting processes and cycles, including reviews of governance and collaboration arrangements.