

IRCCS WEST DELEGATIONS POLICY

(Including allocation of Members to Functional Groups)

Context

IRCCS West is a complex partnership involving eight member agencies, and management and professional staff from different levels of those organisations. In order to ensure IRCCS West achieves its dual aims of improving consumer outcomes and building a better, more integrated, service system it is important that the partnership structure and business processes are designed to:

- facilitate good and timely communication, ensuring effective transfer of information and sound management of Partnership knowledge
- ensure decision-making responsibilities are assigned logically and appropriately, and in a manner that facilitates timely action
- promote engagement and mutual accountability
- reflect the spirit of partnership including the sharing of power and workload.

Function Groups and Roles, Documents of Delegation

To achieve these ends IRCCS West has established functional groups and allocated specific roles. Delegations to groups and roles are detailed in IRCCS West partnership agreements, policy, terms of reference and role statements.

At December 2008 IRCCS West functional groups and specific roles and documents of delegation are:

- Governance Group, established by the *IRCCS West Memorandum of Understanding* and directed in its role and performance by the *Governance Group Terms of Reference*
- Initial Assessment Team, established by the Governance Group and directed in its role and performance by the *IRCCS West Client Selection Policy*
- Client Selection Panel, established by the Governance Group and directed in its role and performance by the *IRCCS West Client Selection Policy*
- Practice Group, established by the Governance Group and directed in its role and performance by the *Practice Group Terms of Reference*
- Membership Task Group established by the Governance Group and directed in its role and performance by this *Delegations Policy*
- Role of Lead Agency, established by the *IRCCS West Memorandum of Understanding* and directed in its role and performance by the IRCCS West Purchasing Framework and other policies
- Role of Partnership Support and Practice Coordinator, established by the Governance Group and directed in its role and performance by the *Partnership Support and Practice Coordinator Position Description* and IRCCS West policies.

Additional Delegations

The Governance Group may at any time determine to delegate specific responsibilities to members or task groups or committees of members and invited others. Such delegations will be:

- specific in terms of extent and limits of responsibility and who will be the recipient/s of the delegation
- recorded in either minutes (for short term, limited delegations) or policies or terms of reference (for more substantial or enduring delegations).

Delegation Limitations

The Governance Group may not delegate:

- any responsibility or role that the IRRCS West Memorandum of Understanding describes as being outside the scope of delegation
- the authority to delegate.

Delegations to groups or individuals do not detract from the Governance Group's overarching responsibility for ensuring the effectiveness of the Service and the Partnership, and compliance with member and funder requirements.

Review of Delegations

The IRRCS West Governance Group is responsible for the review of all delegations and will undertake this through a transparent and regular business process that includes the following features:

- At the first meeting of each year the IRRCS West Governance Group will determine its delegations review schedule for the year.
- As each document of delegation is reviewed the Governance Group will nominate the date by which the next review should be completed, ensuring that each document is reviewed at least once every two years.
- At the last meeting of each year the Governance Group will assess its level of achievement in relation to the year's review schedule and the 'due dates' for document review.

The Governance Group will normally be supported in this process of review by the Partnership Support and Practice Coordinator and may determine to seek additional support or input at any time.

Membership and Leadership of Functional Groups

While categories of membership are usually described in the relevant document of delegation, it remains the responsibility of the Governance Group to assign specific members to functional groups and to allocate leadership responsibilities.

The Governance Group will delegate this task on an annual basis to a purpose-specific, limited term Membership Task Group.

The Membership Task Group will:

- consist of the Chair, one PDRS and one clinical member of the Governance Group
- be formed by agreement of the Governance Group in September each year to review and recommend on the membership of functional groups and related leadership roles for the following year
- liaise with functional groups as necessary to complete the task fairly and well
- be guided by and achieve a balance between six operating principles in completing this task. The operating principles are to :
 - provide opportunity for partner agencies to share in roles involving leadership and authority in an equitable manner
 - reflect the membership requirements of the document of delegation
 - ensure the competencies required to best manage tasks related to the delegation
 - enable and facilitate both vertical and horizontal communication
 - match the nature of the delegation with the level of organisational authority required to manage related tasks and decision-making
 - apportion workloads fairly and sustainably.
- provide its recommendations to the Governance Group within two months (by November).

Terms of Reference endorsed: December 2008

Scheduled review date: by December 2009