



Policy Governance Framework

1. Purpose

The Department for Child Protection (DCP) Policy Governance Framework (PGF) sets out a consistent and mandatory approach for an organisation wide policy governance management system.

The PGF informs processes and structures for the:

- development and ongoing maintenance of the central DCP Policy Register to ensure DCP has records of current and historical governing and related supporting documents
- establishment and operation of the Policy Governance Committee (PGC), which is responsible for overseeing the timely and consistent development, review, approval and retirement of governing and related supporting documents
- establishment of an ongoing monitoring system for the periodic review of governing and related supporting documents, in line with risk assessments and review cycles to ensure content is up to date
- development, consultation, approval, implementation and review of governing and related supporting documents by document owners.

2. Scope

The PGF applies to all DCP staff responsible for the development, review, approval and retirement of governing and related supporting documents. For the purposes of the PGF, the below definitions apply:

Governing document

A document for which DCP is the responsible owner or lead author that is used to set a policy position, or guide practice or processes for DCP staff or contracted service providers. This includes documents which apply across DCP (including DCP sites where agency staff work) and local departmental procedures that need to be included in DCP's policy review cycle. Document types include Frameworks, Policies, Procedures, Practice Papers, the Manual of Practice, Flowcharts (where it summarises a governing document's process), Temporary Directives and Service Provider Requirements (see [Appendix 1](#)).

Related supporting document

A document which directly relates to, or is a support tool for, a governing document. This includes fact sheets, flow charts, forms, resources, templates and tools.

Out of Scope

The development of agreements, protocols, strategic plans, action plans, standards, service models, information brochures, communication materials and intranet content are out of scope for the PGF. Additionally, basic work instructions that manage minor day-to-day requirements of a department/unit (for example, how to book a meeting room) are outside the scope of the PGF, as these do not require compliance audit or monitoring through key performance indicators, and their development and management is the responsibility of the individual office/section.

Service provider web content is also out of scope of the PGF and DCP staff should refer to [Management of the service provider area of the DCP website Procedure](#) for further guidance.



It is also noted that the implementation of governing documents is not within the scope of the PGF, although the requirement for consideration of implementation and communication plans is to be noted on governing document approval forms as evidence that the relevant considerations are being given. Contact the [Operational Policy Team](#) if you require clarification.

3. Authority

3.1 Legislative context

In accordance with the guiding principle in section 4(4) of the [Children and Young People \(Safety\) Act 2017](#), the administration and operation of the Act, including the development of governing documents, should involve collaboration with children and young people and their families.

All DCP governing documents are considered policy documents under section 4(1) of the [Freedom of Information Act 1991](#) (FOI Act), with the exception of documents that are not likely to affect the rights of any members of the public. The objects of the FOI Act include the facilitation of public participation in the development and administration of policies, and the promotion of openness in government and the accountability of government agencies by ensuring information concerning the operations of government is readily available to members of the public, through the following legislative requirements:

- sections 9(1a) and 9(3)(a) - the annual publication of a list of all policy documents
- section 10(1)(c) - the availability of copies of policy documents for public access.

Documents that meet the definition of a policy document within the FOI Act are published via hyperlink on the [DCP website](#).

As all operational governing documents are considered official records under section 3(1) of the [State Records Act 1997](#), DCP is responsible for ensuring official records of enduring evidential or informational value are maintained for future reference and for observing best practices in records management, pursuant to section 5. Section 13 of the [State Records Act 1997](#) requires that DCP ensures that official records are preserved in good order and condition.

3.2 Whole of Government requirements

Not applicable.

3.3 DCP requirements

The PGF aligns with the [DCP Strategic Plan](#) priorities of “Leaders in practice excellence” and “Quality services and safeguarding.”

The PGF aligns with DCP’s vision for Reconciliation as outlined in the [Reconciliation Action Plan](#) to improve child protection policy and practice to support better outcomes for Aboriginal and Torres Strait Islander infants, children, young people and families.

The PGF is a key mechanism for responding to action item 1.13 of the [DCP Disability Access and Inclusion Plan](#) ‘Ensure that all newly developed or reviewed governing documents across the organisation consider the specific needs of children, young people, their carers and/or their family members with disabilities.’



3.4 Principles

The PGF establishes systems and structures which provide timely, contemporary, evidence based and legislatively compliant governing and related supporting documents, which drive practice and operations that give effect to the following principles:

- the safety of children and young people is the paramount consideration
- consultation with subject matter experts and stakeholders, including children and young people, their families and carers is trauma informed, early and comprehensive
- DCP is culturally responsive to ensure the safety and wellbeing of Aboriginal and Torres Strait Islander infants, children, young people, families and communities
- DCP is culturally responsive to children, young people and their families from culturally and linguistically diverse backgrounds
- DCP is responsive to the needs of children, young people and families with disability and/or developmental delay.

4. Framework requirements

DCP's policy governance management system includes three critical elements that manage the development, approval, implementation, review and retirement of DCP governing documents and ensure legislative compliance:

1. Policy Register and records management
2. Policy Governance Committee (PGC)
3. Development of governing and relevant supporting documents.

4.1 Policy Register and records management

DCP maintains a Policy Register, which is managed by the Operational Policy Team. The Policy Register is a critical database in which all DCP governing and related supporting documents are centrally recorded. The Operational Policy team also manages an official repository of approved governing and supporting documents, including current and previous versions, to ensure DCP has records of historical and current documents, in alignment with requirements set out in the *State Records Act 1997*.

The Policy Register records details of each governing and related supporting document to enable DCP to meet its legislative and reporting obligations internally through governance systems and externally to relevant oversight bodies. The key domains captured are detailed in sections 4.1.1 – 4.1.8.

4.1.1 Document classification

For the purpose of DCP governance, documents are classified as follows:

- as a Governing document or a Supporting document (as defined above in section 2).
- by type (Framework, Policy, Procedure, Manual of Practice, Practice Paper, Temporary Directive, fact sheet, flow chart, form, resource, template or tool). See [Appendix 1](#) for governing document templates and descriptions

In addition to the classifications above, the documents will also be classified as Corporate internal, Corporate external or Practice document:



Corporate internal documents are governing documents that are not likely to affect members of the public and are only expected to affect DCP staff (including residential care staff), volunteers, contractors and service providers and other government agency staff. These documents will primarily cover internal administrative processes. Examples: Domestic and Family Violence Workplace Procedure, Flexible Working Arrangements Procedure, and Professional Supervision Procedure.

Practice documents are governing documents, such as the Manual of Practice, that are likely to predominantly affect the following class of individuals either directly or indirectly:

- children, young people, families and carers involved in any stage of the child protection practice (including but not limited to child protection notifications, being in out of home care and applications to register as a foster or kinship carer).

Corporate external documents are governing documents that do not meet the definition of practice documents, which are still likely to affect members of the public directly or indirectly. This includes (but is not limited to) impacts on the following:

- members of the public applying for employment within DCP
- members of the public applying for DCP tenders and contracts
- members of the public making complaints against DCP
- members of the public taking legal action against DCP
- records management that will impact on members of the public
- safety measures that affect members of the public.

Examples: Complaints and Feedback Management Policy and Freedom of Information Procedure.

4.1.2 Document owner

Each document is assigned an owner who is the relevant director or executive director of the directorate who is accountable for the document. Document owners are responsible for coordinating the development, implementation and timely review of governing and related supporting documents.

4.1.3 Document Control

The document control information is recorded, including version number, information regarding what document(s) it replaces (if relevant), the document status (current or retired), approval date, published date, commencement date, scheduled review date, retired date and the branding details of the document (see [Appendix 3](#) Document control and revision record instructions).

4.1.4 Risk Assessment

Document owners are responsible for risk rating each governing document in alignment with the [DCP Risk Management Framework](#), using the [DCP Risk Assessment Criteria Matrix](#).

4.1.5 Link

A link to where the document is published is recorded. Governing and related supporting documents should always be accessed via the intranet and/or the internet rather than via printed paper-based forms to ensure users are accessing the current version and best practice advice at the given time. Document owners are responsible for the ongoing maintenance of links in published documents.



4.1.6 Availability

Document owners are responsible for classifying each governing and related supporting document in alignment with the [Information Classification and Handling Procedure](#) and [quick guide](#). The documents information classification is recorded along with the FOI approved determination for the publication location (DCP Intranet only, DCP Intranet and DCP website or other).

4.1.7 Related documents

Related legislation and other documents (internal and external) assist to better understand interdependencies when other documents or legislation are amended. This will support DCP to better identify which documents require updating to reflect the new changes of interdependent documents.

4.1.8 Plans

Details of approved proposals to review or develop governing and related supporting documents are captured to assist with policy review work plans and reporting.

4.2 Policy Governance Committee (PGC)

DCP has established the PGC which reports to the DCP Quality, Safeguarding and Operations Subcommittee. The PGC is the decision making body responsible for oversight and approval of the development, review and retirement of all DCP governing and related supporting documents. The PGC also supports the application of the PGF to ensure quality process and governance, including:

- providing assurance to the Senior Executive Group (SEG), through the Quality, Safeguarding and Operations Subcommittee, that the management of governing and related supporting documents is operational
- ensuring effective and transparent development, review, approval, retirement and publication (where necessary) of governing and related supporting documents, including consultation with appropriate stakeholders
- ensuring appropriate periodic review and monitoring of governing documents and related supporting documents
- ensuring that document owners consider appropriate arrangements for the implementation of governing and related supporting documents in order to achieve desired outcomes
- guiding the ongoing improvement of the PGF and associated documentation.

4.2.1 PGC process

The PGC meets monthly to consider applications for development, review, approval and retirement of governing and related supporting documents. The PGC may also review urgent applications out of session where required, with the approval of the PGC Chair.

Proposal to develop or review a document

Before work commences on the development or review of governing and related supporting documents, PGC should approve the proposal to ensure plans for the document:

- are consistent with the PGF
- do not duplicate existing documents or work in progress
- are subject to consultation with relevant stakeholders, including cultural experts



- take into account any interdependent documents affected by the proposed development or review.

DCP staff must use the [PGC Governing Document Proposal Template](#) to seek approval of a proposal to develop or review a governing document. The PGC Governing Document Proposal Template must be endorsed by the relevant director or executive member.

Approval of new or reviewed document

Once a document has been developed or reviewed following the PGC approved proposal plan, it must be submitted to the DCP FOI Team via the dedicated inbox DCPFOIInformationStatement@sa.gov.au.

The FOI team will review the contents of the document and advise whether it should be classified as Corporate internal, Practice or Corporate external (as defined in paragraph 4.1.1). If the document is determined to be Practice or Corporate external, in alignment with the FOI Act, the DCP FOI Team will determine whether the document requires redaction prior to publication on the DCP website (subject to PGC approval). The FOI team will consult with, and obtain approval from, the document owner for this purpose and all proposed redactions will be **highlighted in blue**. The FOI team will be the ultimate decision maker with respect to redactions.

The FOI Team will return the document to PGC for submission at the next meeting, accompanied by the classification recommendation and proposed redactions. Content approval is led by the document owner prior to submission to PGC. Whilst PGC is not responsible for the content of documents, should content issues be identified as part of the approval process, PGC can request these be amended before approval is granted. The [PGC Governing Document Approval Template](#) must be used for approval of a new or reviewed governing document and needs to be endorsed by the relevant director or executive member including the document(s) requiring approval.

Retirement

If it is identified that a document is no longer required, an application to retire the document must be submitted to the PGC to ensure the appropriate process has been followed. The [PGC Governing Document Retirement Template](#) must be used for approval to retire a governing document and needs to be endorsed by the relevant director or executive member. It is noted that if a document is proposed to be retired as part of an application to approve new or reviewed documents, the retirement can be proposed on the same application.

4.2.2 PGC outcome

Once PGC determines the outcomes of the above applications, the outcome is emailed to the lead writer and document owner. Associated actions are coordinated by the Operational Policy Team with the document owner and/or lead writer.

4.3 Development of governing and related supporting documents

The key stages of developing governing and related supporting documents are outlined in the [Governing document development process map](#).

4.3.1 Establish need

As part of the 'Establish need' stage, it is important to consider:

- Are there existing documents which cover the same or similar content?
- If multiple documents are proposed, are they all necessary? Is there duplication? Can some be consolidated to make it easier for staff to access the information?



- Can existing documents be amended or merged to meet the need to minimise any unnecessary duplication of content?
- Does practice content require a separate document or is it best incorporated in the Manual of Practice?
- Can the document apply across DCP, rather than to one directorate to minimise confusion for staff who may need to access multiple documents for one process?
- If this is in response to a whole of government policy, is a separate DCP governing document required?

An environmental scan can be used to understand how the document being developed or reviewed can be integrated with existing relevant guidance and processes. Refer to the [Policy Governance: Environmental scan Fact Sheet](#) for further information.

Once it is identified that the development or review of a governing document (and any related supporting documents) is required, the document owner should seek PGC approval to commence work, using the [PGC Governing Document Proposal Template](#). Approved proposals can proceed to the 'Drafting and consultation' stage.

4.3.2 Drafting and consultation

Before commencing drafting, it is important that the appropriate document template is used (see [Appendix 1](#) for listing and templates and description of templates, and [Appendix 2](#) for formatting rules). The [Policy Governance: New or reviewed document Checklist](#) can be used to support lead writers to ensure that the document is appropriately formatted. Lead writers should also refer to the [Policy Governance: Clear writing Fact Sheet](#) and [Policy Governance: Structuring Fact Sheet](#) for further information about developing clear guidance.

Effective consultation requires lead writers to involve the right subject matter experts and stakeholders at the right time.

Subject matter experts are individuals, groups or organisations who have relevant expertise and knowledge of the frameworks, systems, processes or practices about which the governing and related supporting document relate, so it is essential that their views are considered in the development or review.

Stakeholders are individuals, groups or organisations that could be affected by the governing and related supporting document. Where appropriate, stakeholders must be actively included in the development or review process to ensure their feedback is considered for inclusion.

There are two parts to this stage – targeted consultation and DCP-wide consultation.

Targeted consultation

Targeted consultation requires lead writers to seek advice from the subject matter experts and/or stakeholders who were approved as part of the PGC proposal to develop or review.

Governing and related supporting documents can have impacts (intended or unintended). Consequently, it is critical that governing and related supporting documents are developed or reviewed with specific consideration of:

- legislative requirements
- the voice of children and young people



- the implications for Aboriginal and Torres Strait Islander infants, children, young people, families and communities
- children, young people, families and communities from culturally and linguistically diverse (CALD) backgrounds
- children, young people, families and carers with disability and their developmental needs
- the voice of carers of children and young people
- service providers and non-government organisations (NGOs) who undertake work for or on behalf of DCP
- other government stakeholders for example, agencies who may also be involved with children, young people, families and carers
- training requirements for example, Learning, Practice and Professional Development.

Lead writers should refer to the [Policy Governance: Impact analysis Fact Sheet](#) and [Policy Governance: Impact analysis Template](#) for further guidance about considering the impact of creating or updating a policy position.

Consultation can take multiple forms including face to face discussions, telephone, video call, email, online or paper survey, or by discussion at a forum or meeting. Consultation should involve subject matter experts and stakeholders as early as possible in the process. It is important to recognise that if efforts are not made to employ targeted engagement strategies to reach all relevant audiences (Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people, people with disability etc) and remove key barriers to their participation, DCP risks perpetuating the systemic amplification of the voices of certain types of stakeholders over others. Lead writers are responsible for ascertaining whether the document owner wishes to approve draft documents for consultation prior to consulting with stakeholders external to DCP.

Document owners are responsible for ensuring the relevant subject matter experts and stakeholders have reviewed draft documents prior to the DCP-wide consultation phase. All consultation feedback must be considered by the lead writer and document owner to ensure the governing and related supporting document can be operationalised and meet its objectives. Where feedback cannot be incorporated, the lead writer or document owner is responsible for informing the person or group who submitted the feedback, including the rationale.

Considerations for seeking the voice of children and young people

The *Children and Young People (Safety) Act 2017*, seeks to place children and young people at the centre of decision-making, with emphasis on seeking and considering the views of children and young people. It is important that lead writers consider the voice of children and young people and promote their involvement in the development of governing and supporting documents.

It is imperative that what is important to children and young people is reflected in the services they receive. To do this, it is important that subject matter experts provide opportunities for children and young people to have a say and be involved in the improvement and development of policy and guidance.

Lead writers can seek advice about appropriate participation and engagement strategies with children and young people through the [Child and Youth Engagement Officer](#). The [Child and Youth Engagement Officer](#) can also support lead writers to work with young people through a number of youth advisory groups.

When engaging and seeking the views of children and young people, it is important that lead writers consider the diverse and unique needs of all children and young people who experience the child protection



system, inclusive of Aboriginal and Torres Strait Islander infants, children and young people; acknowledging that cultural safety is best achieved when they are supported by peers of the same culture.

Alternatively, insights about the views of children and young people and their experiences can be sought from papers and reports produced by funded organisations such as [CREATE](#) and oversight bodies including the [Office of the Guardian for Children and Young People](#).

Considerations for Aboriginal and Torres Strait Islander infants, children, young people, families and communities

Colonisation and past government policies have and continue to have a negative effect on Aboriginal and Torres Strait Islander infants, children, young people, families and communities. The traumatic impact of these events and practices, coupled with embedded systemic and structural racism, continue to have an impact on Aboriginal and Torres Strait Islander people, families and communities. Additionally, the effects of intergenerational trauma mean that Aboriginal and Torres Strait Islander infants, children and young people who were not directly affected by past government policies may still be impacted.

Lead writers and document owners should be mindful and respectful of these issues when developing governing and related supporting documents that impact Aboriginal and Torres Strait Islander infants, children, young people, their families and communities. Lead writers should be informed by and include Aboriginal and Torres Strait Islander led research and evidenced based research when writing for Aboriginal and Torres Strait Islander infants, children, young people, families and communities. For more information, refer to the [Relationship based practice Practice Paper](#) and [Aboriginal and Torres Strait Islander Child Placement Principle Practice Paper](#).

It is also imperative that governing and related supporting documents consider if interpreting and translating services are required to support Aboriginal and Torres Strait Islander people. The onus is on DCP to provide interpreting and translating services to support communication, rather than the Aboriginal and Torres Strait Islander person/s being responsible for requesting this. For further guidance, refer to the [South Australian Aboriginal languages interpreters and translators guide](#).

Through meaningful inclusion of Aboriginal and Torres Strait Islander stakeholders in the drafting and consultation of DCP governing and related supporting documents, DCP contributes to the Government of South Australia's commitments under the [National Agreement on Closing the Gap](#), specifically Priority Reform areas to strengthen and establish formal partnerships and shared decision-making, and to transform government organisations so they work better for Aboriginal and Torres Strait Islander people.

Aboriginal Impact Statement

All governing documents are required to have an approved [Aboriginal Impact Statement](#) when they are submitted to PGC for final approval. It is important that consultation with the [Aboriginal Practice Directorate](#) takes place early in the development or review of documents to ensure documents are culturally safe, respectful and responsive to the needs of Aboriginal and Torres Strait Islander infants, children, young people, families and communities, including DCP staff. If there's uncertainty regarding an Aboriginal Impact Statement please refer to the [Aboriginal Impact Statement Procedure](#).

Considerations for children, young people, families and communities from a CALD background

The migration and settlement experiences of people from a CALD background can vary. For some individuals, migration and settlement may have been traumatic and extremely difficult. This may have involved learning a new language and navigating new systems, lifestyles and social norms. The impact of these trauma experiences can be significant and should be considered when developing or reviewing governing or related supporting documents.



It is important that the lead writers seek advice from DCP Multicultural Services early in the development or review of documents to ensure documents are culturally responsive. For more information, refer to the [Working with cultural diversity Practice Paper](#).

It is also imperative that governing or related supporting documents consider if interpreting and translating services are required to support people from CALD backgrounds. For more information, refer to the [Interpreting and translating procedure for people from a culturally and linguistically diverse \(CALD\) background](#).

Considerations for people with disability and/or developmental delay

When developing a governing or related supporting document, it is important to consider that children and young people with disability and/or developmental delay are particularly vulnerable to harm and that there are many children and young people in care with disability and/or developmental delay, who also have complex needs due to the combination of their disability, developmental delay, traumatic experiences and cultural considerations.

Similarly, it is important to consider adults with disability and/or developmental delay who may be impacted by governing or related supporting documents because they are parents or carers of children and young people. For more information, refer to the [Working with children and young people with disability Practice Paper](#) and the [Working with caregivers with disability Practice Paper](#).

Considerations for family based carers

The voice of family based carers should be considered in the development and review of governing and related supporting documents. In accordance with DCP's [Family based carer consultation Procedure](#), the lead writer is required to determine whether there is a rationale for consultation with family based carers based on the extent to which carers will be impacted by the governing and related supporting documents and the scope for their feedback to influence the outcome. For more information refer to the [Family based carer consultation Procedure](#), [Should I consult family based carers on my work? A guide for DCP staff](#) and the [Supporting and collaborating with carers Practice Paper](#).

When engaging and seeking the views of family based carers, it is important that lead writers consider the diverse and unique needs of all carers, inclusive of Aboriginal and Torres Strait Islander carers, carers from CALD backgrounds, carers living with disabilities and/or developmental delay, and carers based in regional locations. For more information refer to the [Family based carer inclusive and respectful engagement checklist](#).

Considerations for service providers/NGOs

DCP contracts Non-government Organisations (NGOs) to provide services to or on behalf of DCP. All governing or related supporting documents must undergo the NGO impact assessment process administered by the Finance and Corporate Services directorate. Submit requests for an assessment through to DCPBusinessImprovement@sa.gov.au, along with the draft governing document. The results of the NGO impact assessment process must accompany all governing documents for PGC approval.

Document owners are responsible for ensuring that governing documents align with any relevant service provider web content located on the [Service provision requirements](#) section of the DCP internet and consulting the Service Contracts and Licensing Team on impacts to the provision of DCP services. Consideration should be given to sharing a copy of related service provider web content with PGC when seeking approval for governing documents where there is an overlap in content. PGC is not responsible for the approval of service provider web content but may assist with consideration of the associated governing documents.



DCP-wide consultation

All governing and related supporting documents that have undergone targeted consultation must be submitted to the [Operational Policy Team](#) for publication on the 'Have Your Say' page for a minimum of two weeks. This enables all staff across DCP to provide feedback on documents under development.

4.3.3 Approval

Freedom of Information Assessment

Once all feedback has been considered and the lead writer has finalised the draft, the lead writer must seek approval from the document owner and/or relevant governance group. There may be some instances where PGC approval is sought prior to other relevant governance forums approving the draft documents (for example, SEG and Out of Home Care Reform Steering Group etc). Where this is applicable, PGC must be advised that the approval of other forums will be sought post PGC approval, noting any significant changes may require re-tabling at PGC. Once the content has been approved, an [application to approve](#) the new or reviewed document must be submitted to the DCP FOI team via the dedicated inbox DCPFOIInformationStatement@sa.gov.au, along with:

- the Word document versions of all documents to be approved
- the approved Aboriginal Impact Statement
- the NGO impact assessment
- copies of any existing documents that will be retired if the document is approved
- a copy of the amended intranet content (if required).

The DCP FOI Team will review the draft documents to be approved and determine whether the document(s) are classified as Practice, Corporate internal or Corporate external. If the document(s) are determined to be Practice or Corporate external, in alignment with the FOI Act, the DCP FOI Team will determine whether any redaction is required prior to publication on the DCP website (subject to PGC approval). The FOI team will consult with, and obtain approval from, the document owner for this purpose and all proposed redactions will be **highlighted in blue**. The FOI team is the final decision maker with respect to redactions, and are responsible for noting the outcome on the [PGC Governing Document Approval Template](#).

The DCP FOI Team is then responsible for forwarding the completed [PGC Governing Document Approval Template](#), draft document(s) (with highlighted redactions where redactions have been made) and other accompanying documents as listed above to PGC. The [Operational Policy Team](#) prepare the documents for the PGC, including undertaking a quality assurance review.

The DCP FOI Team will not review the document to be approved until all accompanying documents are provided (such as the Aboriginal Impact Statement and NGO impact assessment).

PGC approval

Before the PGC meet, the Operational Policy Team undertake a quality assurance review of the documents. At the PGC meeting, the PGC will determine whether the correct process has been followed. The PGC will note the classification of a document and any proposed redactions. The Operational Policy Team will communicate the outcome to the lead writer and document owner.

4.3.4 Implementation

The Operational Policy Team is responsible for the administration and registration of approved documents including updating the Policy Register and for liaising with the Communications, Media and Engagement



Team to publish the document. Once approved, if a document requires redaction, it will be sent to the FOI team for this purpose. The FOI team will redact the document within seven calendar days and return the redacted PDF to the Operational Policy Team for publication on the DCP website.

To promote compliance with governing documents and related supporting documents, it is essential that document owners have an implementation plan, which clearly articulates how the governing and related supporting document will be implemented. The document owner is responsible for developing the implementation plan and leading the implementation of the governing and related supporting document (new or reviewed). The implementation plan should consider the following, noting this is not an exhaustive list:

- communications required to all applicable stakeholder groups, noting the importance of liaising with the Communications, Media and Engagement Team
- training requirements for staff, noting the importance of including Learning, Practice and Professional Development and the Practice Approach Team (for practice documents) in the planning of any proposed or amended training requirements.

4.3.5 Review cycle

Regular, planned and timely review and monitoring of governing documents supports improved practice. The risk assessment for the governing document will guide the required review cycle timeframe:

Risk rating	Review frequency
Extreme	Annually
High	Two years
Moderate	Three years
Low	Three years

A document owner may determine an alternative review cycle period sooner than the above listed timeframe, if this is deemed necessary.

The Operational Policy Team will coordinate the review cycle and ensure document owners are informed six months prior to a document being due for review.

5. Compliance, monitoring and evaluation

The Operational Policy Team is responsible for undertaking regular reviews of the PGF, in alignment with the policy review cycle.

In accordance with the PGF, the Operational Policy Team will also coordinate the review cycle for governing documents to support directorate compliance with reviewing documents in a timely manner.

To monitor compliance, the Manager Operational Policy will submit reports to the DCP Quality, Safeguarding and Operations Executive Subcommittee including:

- the number of governing documents that are within review date, due for review in the next six months, or past their scheduled review date, noting plans in place for those that are past their scheduled review date



- the directorate ownership of governing documents
- the risk ratings of governing documents
- PGC activity information, including how many applications have been reviewed and approved for:
 - proposals to develop or review
 - approval of new or reviewed documents
 - retirements.

6. Related documents

Related documents, forms and templates
DCP Strategic Plan
DCP Disability Access and Inclusion Plan
Governing document development process map
PGC Governing Document Proposal Template
PGC Governing Document Approval Template
PGC Governing Document Retirement Template
Framework Template
Policy Template
Procedure Template
Practice Paper Template
Temporary Directive Template
Service Provider Requirements Template
Policy Governance: Clear writing Fact Sheet
Policy Governance: Environmental scan Fact Sheet
Policy Governance: Impact analysis Fact Sheet
Policy Governance: Impact analysis Template
Policy Governance: New or reviewed document Checklist
Policy Governance: Structuring Fact Sheet
Aboriginal Impact Statement Procedure
Aboriginal Impact Statement Template
Aboriginal and Torres Strait Islander Child Placement Principle Practice Paper.
South Australian Aboriginal languages interpreters and translators guide
Working with children and young people with disability Practice Paper



Working with caregivers with disability Practice Paper
Working with cultural diversity Practice Paper
Interpreting and translating procedure for people from a culturally and linguistically diverse (CALD) background
Relationship based practice Practice Paper
Risk Assessment Framework
DCP Risk Management Process and Risk Assessment Matrix
Information Classification and Handling Procedure
Information Classification Quick Guide
Contractual Web Content Management Framework
Family based carer consultation Procedure
Should I consult family based carers on my work? A guide for DCP staff
Family based carer inclusive and respectful engagement checklist.
Supporting and collaborating with carers Practice Paper

Document control

Reference No./ File No.			
Document Owner		Lead Writer (position)	
Directorate/Unit: Quality and Safeguarding		Manager Operational Policy	
Accountable Director: Director Quality and Safeguarding			
Commencement date	7 November 2025	Review date	07 June 2027
Risk rating Risk Assessment Matrix	Consequence Rating	Likelihood	Risk Rating
	Moderate	Possible	Moderate

REVISION RECORD		
Approval Date	Version	Revision description
March 2018	1.0	New document: DCP Policy Framework
March 2019	2.0	Complete revision of operation of governing documents
November 2020	2.1	Hyperlinks updated
1 October 2021	3.0	Review of Policy Governance Framework to include learnings from implementation and operations



REVISION RECORD		
Approval Date	Version	Revision description
24 December 2021	3.1	Minor amendment to the example of corporate external document
7 October 2022	3.2	Minor amendments to include new FOI review process for considering DCP website publication.
1 November 2023	3.3	Minor amendment to restore link to Risk assessment criteria matrix.
07 June 2024	4.0	Review as per DCP policy review cycle.
7 November 2025	4.1	Minor amendments to include links to new policy governance resources.



Appendix 1: Governing document templates and descriptions

Framework

A [Framework](#) is a guiding document that describes the approach to achieve specific deliverables, outcomes and governance structures, which align with relevant legislation. Frameworks are used in limited circumstances and are authorised by Executive in most circumstances.

Policy

A [Policy](#) describes the high level, strategic context and department-wide positions and principles that govern and guide operations/conduct. It outlines the intent and direction including the contextual information as to why the position has been adopted, including legislative requirements. Policy documents are used when required and approved, however each application to develop is assessed on merit to avoid unnecessary policies being in operation.

Procedure

A [Procedure](#) supports practice or operations to describe the step by step process about who is responsible for what functions, and explains how and when to perform them. Procedures are intended to minimise inconsistencies in practice/operations and must align with relevant legislation, instruments, frameworks and policies.

Practice Paper

A [Practice Paper](#) is a reference document that outlines evidence-informed best practice to promote consistency and improved outcomes. They must align with relevant legislation, instruments, frameworks and policies.

Manual of Practice

The Manual of Practice is an intranet-based resource that provides practice guidance (key steps and best practice) for DCP staff undertaking statutory child protection intervention. The Manual of Practice consists of chapters and sub sections. Where possible, it is preferred that governing documents relating to practice, are included as Manual of Practice content. If developing Manual of Practice content, contact the [Operational Policy Team](#) for the template to use.

Temporary Directive

A [Temporary Directive](#) provides urgent guidance for staff to meet emerging needs of the organisation, which are normally approved by a member of DCP Executive. Temporary Directives are intended to have a time-limited approval date (maximum 9 months). Should content within the Temporary Directive be required for a long-term period, it should be transitioned to a non-temporary governing document type for ongoing use.

Service Provider Requirements

A [Service Provider Requirements document](#) is only to be used for service provider requirements that are part of a service provision requirement. All new service provision requirements must go through [Business Improvement, Finance and Corporate Services](#). Please contact [Business Improvement](#) for more information.

For assistance in selecting the appropriate document type, or completing the template, please contact the Operational Policy Team via email DCPPolicyGovernanceCommittee@sa.gov.au or 8226 6907.



Appendix 2: Governing document template formatting rules

Page Margins:

Practice Approach Practice Paper	All other templates
Layout for all templates	

Header:

DCP blue header bar, logo and Information Classification on each page (as per header above).

Footer:

Name of document, Version number (date), Information Asset Classification and page number on each page (as per footer below).

Document Styles:

Document title

Font	Calibri Body, bold
Size	28
Colour	Red: 53, Green: 176, Blue: 193
Alignment	Left
Line Spacing	6pt above, 12pt below, single line spacing

1. Heading 1

Font	Calibri Body, bold
Size	18



Colour	Automatic black
Alignment	Left, hanging 0.63
Line Spacing	12pt above, 6pt below, single line spacing

1.1 Heading 2

Font	Calibri Body, bold
Size	14
Colour	Automatic black
Alignment	Left, hanging 0.63
Line Spacing	12pt above, 6pt below, single line spacing

1.1.1 Heading 3

Font	Calibri Body, bold
Size	14
Colour	Automatic black
Alignment	Left, hanging 0.63
Line Spacing	12pt above, 6pt below, single line spacing

Body text

Font	Calibri Body
Size	11
Colour	Automatic black
Alignment	Left
Line Spacing	6pt above, 6pt below, single line spacing

Dot points / Number indents:

- Level 1 (Alignment is to the left, hanging 0.5cm)
- - Level 2 (Indent is 0.85cm, hanging 0.5cm)
 - - Level 3 (Indent is 1.85cm, hanging 0.5cm)
 -

1. Level 1 (Alignment is to the left, hanging 0.5cm)

2.

- a. Level 2 (Indent is 0.85cm, hanging 0.5cm)
- b.

- i. Level 3 (Indent is 1.85cm, hanging 0.5cm)
- ii.



Appendix 3: Document control and revision record instructions

Document control

Reference No./ File No.	(For Operational Policy Team use only)		
Document Owner	Lead Writer		
Directorate/Unit: eg Out of Home Care	Manager, Team A		
Accountable Director: eg Executive Director, OOHC			
Commencement date	eg 15 April 2024	Review date	eg 15 April 2027
Risk rating	Consequence Rating	Likelihood	Risk Rating
Risk Assessment Matrix	eg Minor	eg Unlikely	eg Low

Use the Risk Assessment Matrix to assess the level of risk associated with the currency of content in the document. That is, if the content of the document is superseded or becomes out of date, what is the risk to DCP, staff, and clients if the document continues to be used in its current form.

The review date is normally determined by the risk rating.

- Extreme risk = one year
- High risk = two years
- Moderate or Low risk = three years

Revision Record

REVISION RECORD		
Approval Date	Version	Revision description
eg 3 March 2023	1.0	New document
eg 7 July 2023	1.1	Minor edit to update contact details of the service provider
eg 15 April 2024	2.0	Inclusion of new legislative requirements as part of implementation of <i>Children and Young People (Safety) Act 2017</i>

When a new document is approved the version number begins at 1.0. Any minor revisions will increase the version by 0.1. A full review of the document will increase the version by 1.0.

Provide a brief description of the amendments made to the document.