

Design Squad Terms of Reference

This Design Squad will be focused on phase one of *Core Activity 2 – Galvanise membership to advocate for young women and women’s housing, support services and systems change.*

Purpose

The Design Squad are a small group of YWCA members and employees who will be actively involved in the Design stage and are collectively responsible for co-designing a 3-5 year operational roadmap to deliver on the Core Activity Delivery Outcomes outlined in YeS 2026. The Design squad is the ‘engine room’ of the Design Stage, working in collaboration with YWCA members and employees to listen, take on feedback and work towards the best possible solution for YWCA Australia.

Those actively participating in the Design Squad are responsible for ensuring initiatives contribute towards YWCA’s purpose, and are delivered in alignment with the YeS 2026 Design Principles.

Composition

The Design Squad for Core Activity 2 will comprise 6 Member roles and 3 YWCA team member roles. YWCA actively encourages diverse representation within the Design Squad and will look to fill the following designated member roles:

- One Life Member
- One to two Young Women’s Council member/s (depending on interest)
- Two Cyber Feminist group members
- Two members
- Core Activity Stream Owner (Executive Team member)
- Initiative Owner (Senior Manager, Advocacy and Membership)
- Design Facilitator

A minimum of 3 spaces on the Design Squad will be designated to young women and 1 space to a member from a Rural, Regional or Remote area.

Expression of interest and selection process

Expressions of interest (EOIs) will be called for via the following channels:

- Email to all life members and members
- Social channels
- CBF post

Members can express interest in more than one role and will be able to express interest by responding to a few questions via an online form on the YWCA website. Members can email YeS2026@ywca.org.au if they have any questions about the Design Squad EOI and selection process.

EOIs will be considered by YWCA team members, against the following criteria:

- Experience as a member within the member role they are applying for (i.e., Life member, CBF member)
- Skills and experience relevant to Core Activity 2 (i.e. community building and engagement, advocacy, lobbying government; co-design)
- Ability to participate actively in the Design stage timelines and process (outlined below)
- Access to technology to enable virtual participation in the co-design process
- Willingness to adhere to Design Principles as noted in Appendix 1

The EOI will also ask for a 'statement of intent' which is a short statement on why they are interested and what they hope to achieve by being involved in the Design Squad. Members applying for roles on the Design Squad should be aligned with YWCA's vision and purpose and have a keen interest in co-designing and implementing YeS 2026.

Roles and responsibility of Design Squad members

Role	Responsibilities
Member representatives	<ul style="list-style-type: none"> • Provide knowledge and expertise relevant to Core Activity delivery outcomes • Bring examples of success and best practice • Understand practical application of proposed initiatives and guides other squad members to ensure greatest impact and relevance • Consider issues relevant to the deliverable(s) of the Design Squad within their area of expertise. • Test assumptions, highlight potential benefits and risks. • Be committed to the Design stage, participate in relevant Design Squad activities (attend workshops, present at member updates) and be proactive and engaged throughout the process
Core Activity Owner	<ul style="list-style-type: none"> • Provides overall direction and is the “Face” of the Core activity to all stakeholders. • Integrates Design activities into Annual Operating Plans, ensuring alignment of initiatives to YeS 2026. • Responsible for delivering the benefits and maximising the value of the work done. • Has visibility of work happening across the sector that could impact the Design process. • Sign off initiatives, scope, expenditure and resource requirements. • Represents the Executive Team and is accountable for delivery, resolving issues or escalating to the Steering Group as needed.

Initiative Owner	<ul style="list-style-type: none"> • Understands the requirements of key stakeholders to ensure Design squad are creating the right outputs. • Discusses progress with stakeholders and relevant groups. • Has accountability for operationalising outputs of Design process in BAU.
Design Facilitator	<ul style="list-style-type: none"> • Owns the delivery plan for the Design squad and coordinates dependencies and integration with other Core Activities. • Escalation point for blockers/risks and accountable for reporting to Executive Team. • Encourages collaboration and ensures all voices are heard. • Creates ways to share information across core activities. • Ensure contributions are recognised and tracked.

Timeframe

We anticipate the Design Squad will be in place by 31 August 2021 and will collaborate until mid-December 2021.

Activities and deliverables

The Design Squad will be responsible for co-designing a framework to enable a self-generative membership community, focused on contributing to YWCA’s strategic goals, along with a 3-5 year implementation roadmap to ensure its success. Specifically, the Design Squad will focus on the following Core Activity Delivery Outcomes:

- An active member network that undertakes advocacy campaigns at local, regional, and national level; and
- A broad membership base that demonstrates our national reach and voice.

The following activities and timelines will guide the Design Squad:

Activity	Estimated time commitment	Timing
Support the delivery of Member co-design workshops	5-10 hours (including preparation and attendance at workshops)	September
Draft a working framework and five-year implementation roadmap and review with YWCA Executive	5-10 hours	October
Prepare for Executive team presentation	2-4 hours	Early to mid-November

Present to Executive for feedback	2 hours	6 December
Finalise working framework and five-year implementation roadmap based on feedback	2-4 hours	Early to mid-December
Design member communication plan to launch	2-4 hours	Early to mid-December

Guardrails

Upon their establishment, the Design Squad will be given a set of guardrails, outlined by YWCA Board and Management to ensure the recommendations of the co-design process can deliver within YWCA's operating environment.

Remuneration

Design Squad members (non-YWCA employees) will be remunerated with a \$100 gift card for their participation, issued once members are onboarded into the Design Squad (early September).

Operational arrangements / ways of working

Upon establishment of the Design Squad, members will agree a way of working that covers:

- Meeting details – frequency, format, facilitation (noting where possible meetings will be held out of working hours)
- Communication – preferences and response times
- Adherence to design principles – how they will review their effectiveness and hold each other accountable

Decision making

The Design framework supports frequent and ongoing engagement and continuous feedback loops between members, Design squad members and YWCA Board and Management, to ensure all stakeholders have an opportunity to contribute easily throughout co-design, and have their voices heard. The Design Squad will present recommendations to a sub-set of the YWCA Executive, who are the accountable decision-making body for the YeS 2026 Design stage, as set out in the roles and responsibilities of the Design framework.

Reporting

The process for reporting is:

- The Design Facilitator is accountable for monthly reporting to the YWCA Executive team, and the Initiative Owner will support this process.
- Design Squad members are responsible for reporting on their agreed actions
- Progress will be tracked against milestones in the YWCA Annual Operating Plan

APPENDIX ONE

Design Principles

1. We are an evolving intersectional feminist organisation

- We actively seek diversity of thought
- We value the input of YW, people of colour and those with lived experiences
- Recognise implicit/explicit power and privilege
- We recognise that we will be maturing our practice in this space and embrace that as part of a learning organisation

2. We act with clarity of purpose

- We are decisive – our strategy is set. We don't shy away from the focus of our purpose.
- Aligning commitments that we make to our strategy.
- We understand the financial implications of the activities we undertake
- We are clear throughout the process on what our outcomes and impact will be
- Show priorities across the organisation and connection to our long-term goals

3. We live “Nothing about us without us”

- We seek input, feedback from those who are the impacted/beneficiaries
- Respectful that all points of view are heard.
- Contributions from subject matter experts, frontline, cross-discipline

4. We are realistic, practical and we design what we can afford to implement

- Acknowledge the climate that we are in and how we can realistically grow our organisation in this environment.
- Build an informed, achievable growth plan. This includes understanding the financial costs and organisational implications
- We acknowledge the barriers, the challenges, obstacles to our goals. What might stop us.

5. We seek to share knowledge and power through transparency

- We share our progress throughout the process
- We provide visibility of the decision-making process.
- We acknowledge that there are leadership, fiduciary, legal responsibilities that require decisions to sit with certain roles, however, we ensure that the decision-making processes are cyclical, informed by input from stakeholders, and outcomes are shared
- Show priorities across the organisation and connection to our long-term goals

6. We don't reinvent the wheel – we seek to differentiate.

- We value on what we already know and seek to opportunities to build on it.
- We recognise we don't always have the answers and go external when we need to
- We are practical in our approach, seek out the internal knowledge of 'what works on the ground'
- We are informed by local analysis; we look to fill gaps rather than challenge established providers
- One size doesn't fit all - understanding that national doesn't mean homogenous

7. We harness the power of relationships

- Value local relationships, individual and organisational reputations within sector networks
- Give people on the ground space to manage those relationships
- We don't design in isolation; we uncover the interconnections. Across activities, across groups.
- Collaborate with involved stakeholders
- Be conscious of jargon, ensure ideas/concepts are shareable not exclusive in their nature

8. Our strength will come from seeking input from diverse sources

- We seek input from those with lived experience in a respectful way
- We acknowledge the data, research and intrinsic knowledge the Y already holds
- We seek to fill gaps in our knowledge from a variety of sources from participatory workshops, feedback, demographics, specialist experts
- We enable a variety of modes of sharing information, decisions. Mindful of different styles, time available, interest levels, accessibility, and cultural backgrounds

9. We are safe to challenge and be bold

- We respect and listen for other voices
- We acknowledge that there may be many different ways to address a problem
- We value creativity and innovation
- Risk is a given. How do we manage and mitigate risk, not avoid it?

10. The process is as important as the outcome