

Working Party on PACFA Restructure

DRAFT Discussion Paper for Council

September 2014

Background

The Working Party on the PACFA Restructure was established by Council in April 2014 to work on details of the proposed restructure. Thirteen Member Associations (MAs) are participating in the Working Party. The Working Party met in person on 15 August 2014 with representatives of twelve MAs present, including two PACFA Board representatives and the PACFA CEO.

The Working Party members are:

- Di Stow (Chair, PACFA Board, PCA TAS)
- Margie Abbott (AANZPA)
- Barry Borham (CAPA NSW)
- Maria Brett (PACFA CEO)
- Christine Butera (ASCP)
- Simone Falvey-Behr (CAPAV)
- Tara Green (ATERC)
- Neil Harris (CCAA)
- Andrew Little (PACFA Board, SCAPE)
- Jyan Mayfield (AARC)
- Joanne Marsh (ASPA) – apology for 15/8 meeting
- Kath McCarthy (GANZ)
- Paul Scully (QCA)
- Peter Zanol (CASA)

The Working Party considered the risks versus the opportunities of changing PACFA's structure or keeping the current structure. There was a clear consensus that it is necessary to change PACFA's structure in order to ensure that those member association that are struggling will survive, and to ensure that PACFA can be a stronger national peak body for the counselling and psychotherapy profession.

As requested by Council, the Working Party is working on the details of the proposed PACFA restructure. This discussion paper is provided to summarise the work of the Working Party to date, including suggestions for the restructure and questions for Council to consider.

Principles

Some key principles have been identified by the Working Party to guide the restructure process.

- **Democracy** – The new PACFA structure should be democratic, enabling all MAs, modalities and individual practitioners in different geographic areas of Australia to have a voice in PACFA.
- **Diversity** – The diversity of modalities and practitioners in PACFA is valued and should continue to be honoured through colleges and interest groups.
- **Communication** – Clear and regular communications with MAs is important to ensure MAs and their members are well-informed about progress with the restructure.
- **Simplicity of Structure** – the new structure should be simple and easily explained to government, funding bodies, consumers, the general public, counsellors and psychotherapists.

Options for future PACFA structure

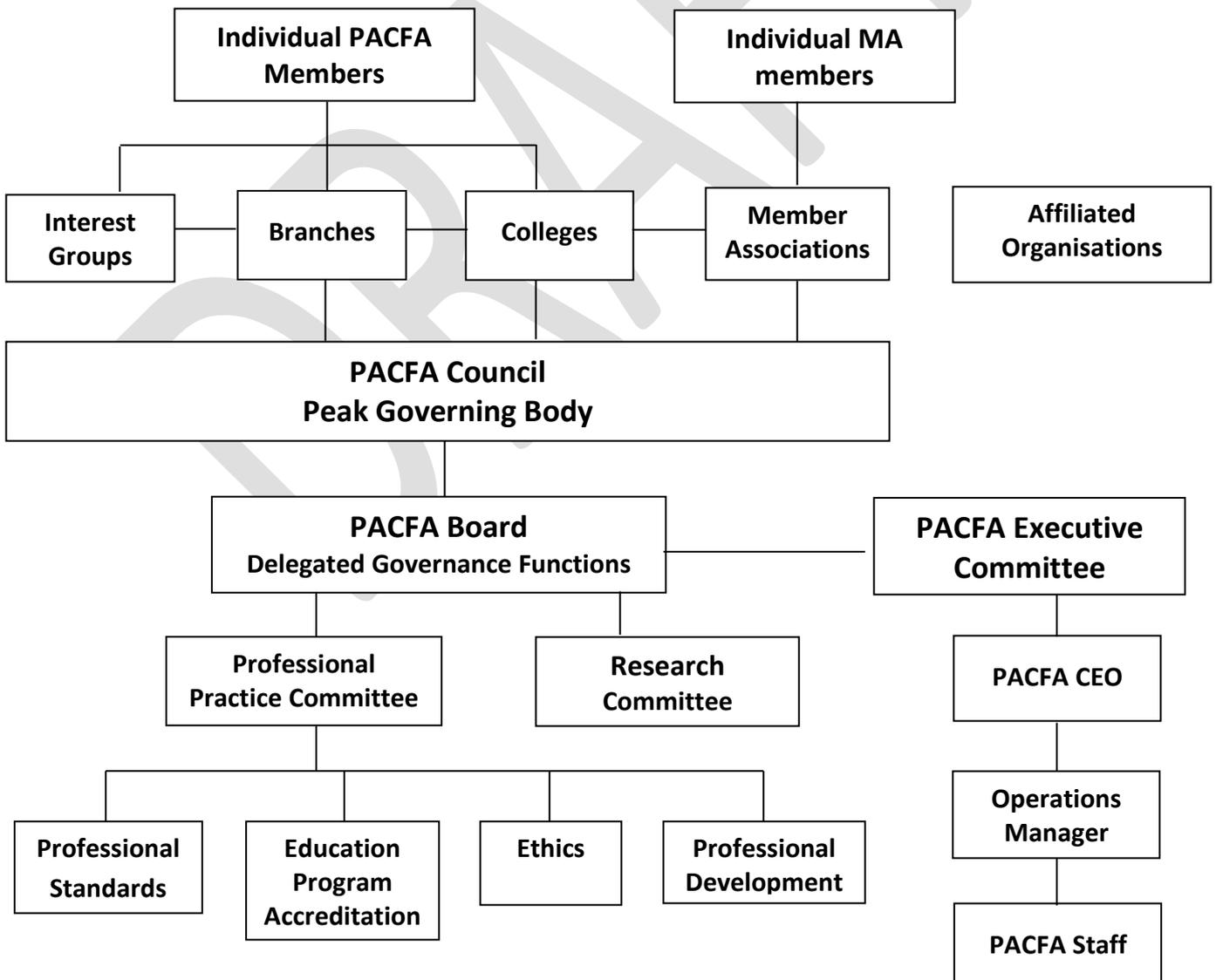
Based on the feedback from the consultation process so far, research undertaken on comparable professional associations and discussions within the Working Party, the future structure that the

Working Party believes will best meet the needs of PACFA and Member Associations is a hybrid model which includes:

1. Separate Member Associations
2. Branches
3. Colleges
4. Interest Groups
5. Individual PACFA members
6. Organisational members

The Working Party suggests that individuals joining PACFA would automatically be connected with a Branch and have the option to join a College. The principle behind this suggestion is that practitioners should not be made to join a College if they do not wish to (some MAs have given feedback that their members prefer to come together on the basis of geographic location rather than on the basis of modality). The membership of the College and/or Branch would be highlighted (rather than the individual PACFA membership) as a strategy to maintain the identity of Colleges and Branches. There would be an additional fee to join more than one College.

Draft Organisational Structure (as at 15 August 2014)



1. Separate Member Associations of PACFA

- It is proposed that Member Associations should be a permanent part of the new PACFA structure, not just a transitional arrangement.
- MAs that decide to continue as separate associations should not be disadvantaged by making this choice.
- Separate MAs would continue with the current arrangements in relation to fees and the process for listing on the register. MAs are required to have their own complaints handling process and to take responsibility for all of their own administration. MAs have the option of using the *Counselling & Psychotherapy Portal* to manage memberships.
- MAs could have the opportunity to participate in modality-based Colleges that are relevant to their members.

2. Branches

- Based on geographic location.
- One branch for every state and territory.
- Local networks within branches could also develop over time.
- Everyone automatically belongs to a branch.

3. Colleges

- Based on modalities.
- Other types of Colleges were considered by the Working Party based on areas of specialisation (e.g. grief and loss) or client groups (e.g. children and adolescents) but the Working Party did not think these would be as clear or as relevant to PACFA constituents as Colleges based on modalities. Areas of specialisation and working with particular client groups could be covered by Interest Groups.
- Some Colleges would have their own Training Standards. There would need to be different membership levels within Colleges and these are still to be developed.
- There should be flexibility on the question of the size of Colleges. The viability and effectiveness of the College is more important than the size.
- Two possible options for the Colleges that would be established (see page 4 for details).

4. Interest Groups

- To date, only one MA has expressed interest in becoming an Interest Group.
- The Working Party is interested in Interest Groups being part of the future PACFA structure as it sees great potential for a range of Interest Groups to develop over time as practitioners come together around their shared interests.
- Membership of Interest Groups could be open to non-members as well as members (as is currently the practice in the APS).
- Interest groups could apply to PACFA Council to become a College at a later stage.
- The question of whether Interest Groups would have representation on Council needs to be considered in the discussion about governance and representation (see pages 4 to 5 below).

5. Individual PACFA members

- It is proposed that individual PACFA membership would be included with the membership when joining a PACFA College and/or Branch.
- Further discussion of the membership categories is needed. There is interest from the Working Party in expanding membership to include Affiliate members which could be available to individuals who are simply interested in our work including those with Diploma-level qualifications. There are pros and cons of this idea. While there is the risk that Affiliates will represent themselves as full practising members when they are not, it may be better for Diploma-qualified counsellors to be “in” rather than “out” as they would be professionally accountable through the Code of Ethics and would belong to a professional association rather than not belonging at all. It is noted that some MAs already have Affiliate members, including some who are Diploma-qualified. Registration as a counsellor or psychotherapist should be seen as the “gold standard” which Affiliates would aspire to and Affiliate membership could be a pathway to further training.

Questions for Council

- i) What should the membership categories be?
- ii) Should there be Affiliate members, either as individual PACFA members or within Colleges? What are the advantages and disadvantages of including Affiliate members?

6. Organisational members

- The Working Party discussed the importance of broadening the constituents that are involved in or wish to have a supportive relationship with PACFA. An organisational membership category would support this goal.
- Examples of potential organisational members are:
 - Training providers;
 - Former PACFA MAs that have left PACFA e.g. psychoanalytic groups, ANZATA.
 - Other associations that have never been involved in PACFA e.g. community counsellors, guidance counsellors, AOD counsellors, grief and loss counsellors
- Organisational membership is a potential source of new revenue.

Options for Colleges

The Colleges could provide a way to help maintain identity of MAs while also helping to support the promotion of diverse Psychotherapy and Counselling modalities. It was agreed that whatever form Colleges take, membership of Colleges should be voluntary for individual counsellors and psychotherapists who are members of PACFA. The Working Party has identified two possible models for setting up the Colleges:

1. Simple model of three Colleges
2. Hybrid model of mixed College types

Option 1: Simple model of three Colleges

Under this model there would be three Colleges which would provide the structure for various modalities:

- i) College of Psychotherapy
- ii) College of Counselling
- iii) College of Psychoanalysis

MAs would be grouped under these three broad categories. The Colleges could be – but don't have to be - active Colleges. The Colleges could just be a structure for the various modalities or an active College to enable collaboration between practitioners from different modalities e.g. joint training standards, joint PD events, development of the evidence base for the modality, etc.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Easy for government and the community to understand • Simple model of Colleges make it easier to communicate clear messages about different types of therapy • MAs could keep their current names to maintain their identity or choose a new name based on their modality • Potential to create a registration category for Registered Psychotherapist, Registered Counsellor and Registered Psychoanalyst 	<ul style="list-style-type: none"> • College of Psychoanalysis wouldn't be very meaningful or effective as there is only one psychoanalytic MA remaining in PACFA • Modalities might not fit neatly into one of the three options • There may not be enough different Colleges to enable distinct modalities to be distinguished e.g. Registered Art Therapist, Registered Family Therapist

Option 2: Hybrid model of mixed College types

This is the preferred model of the Working Party. Under this model a range of different Colleges would be established (and additional Colleges could develop over time) to reflect the diverse modalities currently within PACFA. Some Colleges might be for a single modality or practice approach while others might bring together groupings of modalities. For example:

Single modality Colleges

- College of Relationship Counselling
- College of Christian Counselling
- College of Family Therapy

Mixed Modality Colleges

- College of Psychotherapy (could potentially include ASPA, ANZAP, GANZ, AANZPA, ATAA, ASCP, ARBPA)
- College of Expressive Arts Therapies (could potentially include DTAA and MIECAT)
- College of Integrative Counselling (could include various integrative MAs)

Advantages	Disadvantages
<ul style="list-style-type: none">• Easy for government and the community to understand• Simple model could make it easier to communicate clear messages about different types of therapy• Supports better marketing of modalities and will help to distinguish psychotherapy from counselling• Enable acknowledgement of the more extensive training that psychotherapists generally undertake• MAs could keep their current association titles to maintain identity or choose a new name based on their modality• MAs staying as separate associations could be affiliated with mixed modality Colleges• Potential to create new registration categories for particular modalities	<ul style="list-style-type: none">• More complex so could be difficult for some stakeholders to understand

Questions for Council

- Should Colleges be based on modalities? Or some other criteria?
- Is option 1 or option 2 preferred for the Colleges?
- Would MAs that decide to become Colleges wish to retain their own names?
- Is there interest in new categories of registration for particular modalities?

Governance and representation

The Working Party reached consensus that careful thought needs to be given to the governance and representation arrangements. The principle of democracy is paramount to ensure that representation arrangements are fair. There was support for direct voting by individuals at AGMs or EGMs particularly in voting for key members of the PACFA Executive and on motions put to an AGM or EGM.

It was noted that there are advantages and disadvantages in the current system of equal representation for all MAs. Some very small MAs have an advantageous position within PACFA compared with the larger MAs. The option of some form of proportional representation was canvassed by the Working Party but it was also noted that in some situations, equal representation (for example between the states and territories) may be fairer.

Further discussion is needed with Council to clarify some of these issues.

Questions for Council

- i) How can we ensure that diverse voices have representation within the new PACFA structure?
- ii) Should individuals have a vote e.g. voting at the AGM to receive the accounts, elect the Board and make constitutional changes?
- iii) Should small and large MAs / Colleges / Branches have equal representation or proportional representation based on their size?
- iv) Should Interest groups have representation? (Some working party members felt the interest groups should not have governance functions until they were given recognition as a College)
- v) Should Affiliated Organisations have representation?

A business-like approach for the future

At the working party meeting of 15 August it was mentioned that we need to look at the future (15 years) with a business model in mind. That way, business structure and thinking could be part of PACFA's decision-making as we all advance forward. This will help to get PACFA onto a sound and sustainable footing in the way we operate going forward.

Costings

Developing detailed costings has been identified as a high priority for the Working Party as many questions have been raised by Council delegates about how Colleges and Branches would be funded.

A spreadsheet template has been developed as a tool to begin costing different options. This spreadsheet will be developed further by a sub-group which is being established by the Working Party to work specifically on costings. The intention is to have accurate business processes in place.

Timeline

The Working Party recommends that work continues on the restructure with a view to continuing to clarify details of the restructure and developing formal proposals for consideration by Council at the 2015 AGM taking place in October 2015.

Implementation issues

If Council votes to implement a restructure, the Working Party recommends that MAs interested in becoming part of the new structure should be able to determine their own timeline for implementation. Some MAs have already indicated that they would be interested in merging with PACFA as soon as possible while others may prefer to take longer to move towards the new agreed structure.