

## Leading implementation

# Meeting regularly as a school implementation team for success

October 2025

Implementation teams coming together regularly to focus on the 4 components of a deliberate and structured approach to implementation can improve implementation of evidence-based teaching practices. This practice resource and meeting agenda template helps school implementation teams plan for and facilitate effective meetings for successful implementation.

## Using this practice resource and template

This practice resource, which includes a meeting agenda template in [Appendix A](#), is part of a set of resources about leading implementation through a school implementation team. The set also includes:



the [Leading Implementation module](#), which provides an overview of leading implementation through a team



a video case study, [Building and Operating an Effective Implementation Team](#) at Mount Hutton Public School, which is also included in the module



the [Leading Implementation: Building and Operating an Effective School Implementation Team](#) practice resource, which details the why, who and how of leading implementation through a team.

### Tip

The suggested meeting agenda will be most useful once your team already has an [implementation plan](#) in place.



## About this practice resource and template

This practice resource is part of the Australian Education Research Organisation (AERO)'s deliberate and structured approach to implementation. It draws on experiences from AERO's work with schools through the Learning Partner project. This project operationalises key concepts and frameworks from implementation research to support schools in using a deliberate and structured approach to implementing evidence-based teaching practices.

## The importance of implementation teams meeting regularly

Implementation team meetings enable team members to maintain the momentum of implementation efforts. Meeting regularly, having clear agenda items and collaborative, data-based discussions and decision-making are important for effective and efficient implementation.<sup>1</sup> Using a structure to discuss and monitor implementation can also help tailor key implementation components to context.

At all stages of the implementation process, implementation teams should hold regular meetings at a time when all required members can attend. The frequency and duration of implementation team meetings will depend on your school context, implementation goal, stage of implementation and available resources. The meetings should follow procedures and protocols established by team members to effectively achieve planned objectives.<sup>2</sup>

## Suggested meeting structure and considerations

While there are other possible ways to monitor implementation and facilitate implementation team meetings, the documents and data, team norms and suggested meeting items described in this resource are ones that schools in AERO's Learning Partner project have found useful.

### Documents and data to bring to each meeting

To enable meeting discussions to reflect your school's implementation plan and be based on data, ensure team members have access to relevant documents at each meeting. These documents may include your school's:

1. implementation plan (which may be modelled on AERO's School Implementation Plan Template). An implementation plan is designed to be a live document, so any required updates should be made directly into your implementation plan.
2. enabler and barrier activity data (which may be modelled on AERO's enablers and barriers data visualisation and prioritisation tools). This data provides a temperature check of what's working and what's getting in the way at different points in time.
3. implementation outcomes monitoring data (which may be modelled on AERO's Monitoring Implementation Outcomes example data sources). Implementation outcomes are different from student outcomes and enable your team to monitor and respond to implementation progress.

## Implementation team norms

Having a clear implementation agenda for each meeting is a strong start to keeping teams on track, but it's also important to establish norms or ground rules to support team productivity. A small number of clear and specific norms support effective team building, decision making and strategic thinking, and help members understand what's expected of them. While norms can be logistical (such as attending meetings on time) or behavioural (such as using decision-making rules that generate action), behavioural norms are more beneficial for building a strong culture that supports follow-through of decisions and actions.<sup>3</sup>

There is no one correct set of norms for implementation team meetings. However, incorporating the 5 key capabilities of [implementation teams](#) may be useful. Depending on your context, your team may consider adopting some of the following norms:

- Support the team's purpose and rationale
- Show mutual trust and respect
- Involve and include all members
- Communicate effectively within agreed timelines
- Base decisions on data.

## Suggested agenda items and discussion points

[Table 1](#) sets out suggested meeting agenda items with discussion points for implementation teams.

Implementation processes will always need tailoring to context. While all the suggested agenda items should be regularly discussed, they may have considerably different time allocations.



Standard good practice in meetings applies. For example, agendas should be drafted and shared in advance. Everyone involved should know the purpose of the meeting. Aim for a focused meeting that is no longer than necessary. At the end of a meeting, the chair might ask for feedback on the meeting itself.



### Tip



The suggested agenda discussion points are intended as prompts for consideration. As such, they won't all be relevant at every meeting. Use the suggested items as a 'menu' to choose from depending on your focus in any given meeting.




**Table 1:** Suggested meeting agenda items with discussion points

Component of a deliberate and structured approach to implementation	Agenda item	Discussion points
-	Acknowledgement of Country	Give your school's Acknowledgement of Country. Introduce new team members.
-	Actions from our last meeting	Follow-up actions from your last meeting.
 <p><b>Stages</b></p>	Identifying our current stage(s) of implementation	<p>Review the 'stages of implementation' diagram.</p> <ul style="list-style-type: none"> <li>• Which <b>stage(s)</b> are we currently in?</li> <li>• Which <b>activities</b> within those stage(s) have we been working on?</li> <li>• Does this <b>pace</b> feel appropriate and feasible?</li> </ul>
 <p><b>Strategies</b> (completed or current)</p> <p><i>Note: Adjust these items to reflect strategies being used in your school.</i></p>	<p>Reviewing our goal and checking in on short-term targets</p> <p><i>(Strategy = Develop an implementation plan)</i></p>	<p>Review the goals section of your implementation plan.</p> <ul style="list-style-type: none"> <li>• How are our <b>short-term targets</b> tracking? How do we know?</li> <li>• Are there any upcoming <b>data collections</b> that we need to prepare for?</li> </ul>
	Reflecting on current strategies	<p>Review the strategies section of your implementation plan.</p> <ul style="list-style-type: none"> <li>• At this stage of implementation, what strategies do we need to discuss?</li> <li>• Do any parts of our <b>implementation schedule</b> need updating?</li> </ul>

Component of a deliberate and structured approach to implementation	Agenda item	Discussion points
 <p><b>Strategies</b> (completed or current) <i>Note: Adjust these items to reflect strategies being used in your school.</i></p>	<p><i>(Strategy = Deliver professional learning cycles)</i></p>	<p>Review any data relating to the most recent professional learning cycle.</p> <ul style="list-style-type: none"> <li>• What <b>activities</b> were completed (for example, knowledge building sessions, unit or lesson planning support, modelling, coaching or group reflective sessions)? Who delivered and who participated in these? Was any <b>feedback</b> provided?</li> <li>• From our observation data, how is our <b>fidelity</b> to the <u>evidence-based teaching practice(s)</u>? Are there any trends that should be celebrated, and/or what/who needs more support?</li> <li>• Are our professional learning cycles appropriately <b>paced</b>?</li> <li>• Should we do anything <b>differently</b> in our next professional learning cycle?</li> </ul>
 <p><b>Enablers and barriers</b></p>	<p>Identifying, acting on and/or monitoring enablers and barriers</p>	<p>Review the enablers and barriers section of your implementation plan and any relevant data on enablers and barriers.</p> <ul style="list-style-type: none"> <li>• What are our <b>priority</b> enablers and barriers?</li> <li>• What <b>actions</b> have we planned to leverage our priority enablers and address our priority barriers? How are these actions going? Do we need to adjust any of these actions?</li> <li>• Have our priority enablers and barriers <b>changed</b>? Are there any emerging enablers or barriers that we need to consider?</li> <li>• Do we need any further <b>data</b> to assess current enablers and barriers? When will we next take staff through a <u>session to identify and prioritise enablers and barriers</u>?</li> </ul>

Component of a deliberate and structured approach to implementation	Agenda item	Discussion points
 <p><b>Outcomes</b></p>	<p>Monitoring relevant outcomes for our stage of implementation</p>	<p>Review the outcomes section of your implementation plan, any data relevant to implementation outcomes and (if applicable at this stage) any data relevant to teacher or student outcomes.</p> <ul style="list-style-type: none"> <li>• What <b>implementation outcomes</b> are we focused on at this stage of implementation? For example: <ul style="list-style-type: none"> <li>- During the Explore stage – Appropriateness, Feasibility and Acceptability</li> <li>- During the Prepare stage – Feasibility and Acceptability</li> <li>- During the Deliver and Sustain stages – Acceptability, Fidelity and Sustainability</li> </ul> </li> <li>• What does the <b>data</b> suggest is going well? What needs improving? What are the potential reasons for this (whether hunches or very likely causes)?</li> <li>• Based on this discussion, what <b>actions</b> could/will we take to strengthen outcomes?</li> </ul>
 <p><b>Strategies</b> (upcoming)</p> <p><i>Note: Adjust these items to reflect strategies being used in your school.</i></p>	<p>Preparing for our next professional learning cycle</p> <p><i>(Strategy = Deliver professional learning cycles)</i></p>	<p>Based on today's discussion, what are our plans for our <b>next</b> professional learning cycle?</p> <ul style="list-style-type: none"> <li>• Which staff will participate in knowledge-building sessions? What will be the focus? When and where will these sessions happen?</li> <li>• Which staff will receive planning support? What will be the focus? How will this support be provided?</li> <li>• Which staff will receive modelling? What will be the focus? When and where will modelling happen?</li> <li>• Which staff will participate in coaching? What will be the focus? When and where will coaching happen?</li> <li>• Which staff will participate in group reflective sessions? What will be the focus? When and where will these sessions happen?</li> </ul> <p>Do any parts of our <b>implementation schedule</b> relating to our professional learning cycle need updating?</p>
	<p>Preparing for other strategies</p>	<p>Review the strategies section of your implementation plan.</p> <ul style="list-style-type: none"> <li>• Based on today's discussion, do we need to <b>adjust</b> any of our other strategies (e.g., remove, add or change sequence or dosage)?</li> <li>• Do any parts of our <b>implementation schedule</b> need updating?</li> </ul>

Component of a deliberate and structured approach to implementation	Agenda item	Discussion points
 <p><b>Strategies</b> (upcoming)</p> <p><i>Note: Adjust these items to reflect strategies being used in your school.</i></p>	<p>Reviewing this meeting<sup>4</sup></p> <p><i>(Strategy = Develop or enhance systems and structures)</i></p>	<ul style="list-style-type: none"> <li>• Were our <b>team norms</b> followed?</li> <li>• Were <b>previous actions</b> reviewed?</li> <li>• To what extent did we use the <b>language</b> of the 4 components of a deliberate and structured approach to implementation (for example, ‘enablers’, ‘strategies’ and ‘feasibility’)?</li> <li>• Were members with <b>decision-making authority</b> present?</li> <li>• Was appropriate <b>data</b> available and used to make decisions?</li> <li>• Were <b>actions</b> recorded and assigned in meeting notes and/or our implementation plan?</li> <li>• What are <b>our areas for improvement</b>?</li> </ul>
	<p>Planning communication and our next implementation team meeting</p> <p><i>(Strategies = Communicate commitment to change, promote staff buy-in and hold regular implementation team meetings)</i></p>	<ul style="list-style-type: none"> <li>• What are the <b>key takeaways</b> from this meeting (including important actions, successes/celebrations or updates)?</li> <li>• <b>How</b> and <b>with whom</b> will these be communicated?</li> <li>• Which parts of our <b>implementation plan</b> need updating?</li> <li>• For the <b>actions</b> from today’s meeting, who will be responsible, by when and do they need support to act?</li> <li>• What <b>data</b> will be required to support implementation decisions at the next meeting? Who will collect this and how?</li> <li>• Who will be required to support implementation <b>decisions</b> at the next meeting?</li> </ul>
-	Any additional items	<p>Record any additional agenda items or items to be held over to the next meeting.</p> <p>Thank members for attending.</p>

## Appendix A: Implementation team meeting template

### Meeting details

Date: (Term Week )

Attendees:


Apologies:





#### Documents to bring to each meeting


1. Our implementation plan
2. Our enabler and barrier activity data
3. Our implementation outcomes monitoring data

#### Our team norms (for reference)

### Agenda and minutes

Agenda item	Time	Led by	Discussion and actions
Acknowledgement of Country			
Actions from our last meeting			
 Identifying our current stage(s) of implementation			

Agenda item	Time	Led by	Discussion and actions
 <p>Reviewing our goal and checking in on short-term targets</p>			
 <p>Identifying, acting on and/or monitoring enablers and barriers</p>			
 <p>Monitoring relevant outcomes for our stage of implementation</p>			
 <p>Preparing for our next professional learning cycle</p>			

Agenda item	Time	Led by	Discussion and actions
	Reviewing this meeting		
	Planning communication and our next implementation team meeting		
Any additional items			

## Endnotes

- 1 National Implementation Research Network. (2022). *Building Teams – Overview*. Retrieved October 29, 2024.
- 2 Collaborative for Implementation Practice and National Implementation Research Network. (2022). *Best practices and tools to establish implementation teams*. [https://www.implementationpractice.org/wp-content/uploads/2022/01/CIP-Practice-Guide-Implementation-Teams\\_11.12.21.pdf](https://www.implementationpractice.org/wp-content/uploads/2022/01/CIP-Practice-Guide-Implementation-Teams_11.12.21.pdf)
- 3 Taylor, A. (2022). *Ground rules for effective meetings and strategic planning offsites*. SME Strategy. <https://www.smestrategy.net/blog/ground-rules-for-effective-meetings-strategic-planning-offsites>
- 4 The included questions are loosely based on the Team Initiated Problem Solving Fidelity Checklist (TIPS-FC): Todd, A. W., Newton, J. S., Horner, R. H., Algozzine, K., & Algozzine, B. (2014). *TIPS II training manual: TIPS fidelity checklist*. Retrieved May 2, 2025, from <https://www.pbis.org/resource/tips-fidelity-checklist>. There are a number of other approaches to monitor and improve the effectiveness of team meetings. See, for example, Harvard University’s [Meeting Wise](#) approach, the [National Implementation Research Network’s Implementation Team Meeting Looked Fors](#).