



The Grit and Resilience

PROGRAM

CONSORTIUM TERMS OF REFERENCE

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BACKGROUND:

The Grit and Resilience Program is a four-year program taking a community-driven approach to better understand and address mental health and community wellbeing within the Wangaratta municipality.

Delivery of the program is facilitated by the Rural City of Wangaratta's Grit and Resilience Program Team and is governed by a Consortium of representatives from the Rural City of Wangaratta, Albury Wodonga Health, Northeast Health, Gateway Health, Victoria Police, the Department of Families, Fairness and Housing, headspace Wangaratta and the Albury-Wodonga Aboriginal Health Service.

Mental health has been identified as a major issue for the Rural City of Wangaratta community, with many families and communities affected by suicide. The effects of suicide and mental health are compounded by the close connections shared between members of our small communities.

In recent times, the vulnerability, isolation and complexity of mental health experiences within our community have been highlighted, with strong community advocacy securing funding for the Grit and Resilience program as a result.

The priority of the Program is to build the Grit and Resilience of all people within the Wangaratta community to achieve long term, sustainable and transferable positive impacts that improve and sustain mental health.

The program is evidence informed and will use a collective impact approach to co-design a series of community-based interventions, supports and resources.

PURPOSE

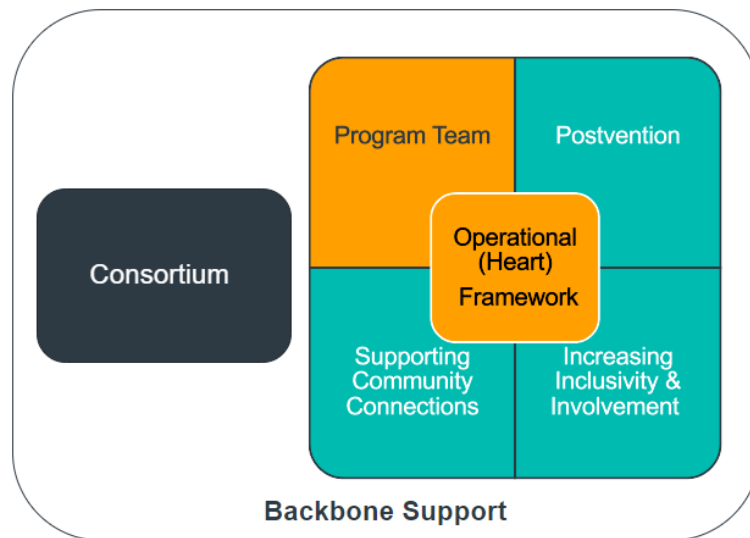
Build an inclusive, supportive, and well-connected community, with the capacity to improve well-being from within.

VALUES:

The Grit and Resilience programs values include:

- We are community focused, led and designed.
- We strive to ensure that our activities are relevant to the entire local government area.
- We recognise the interdependence of wellbeing across our community and that social and environmental determinates of health are critical.
- We will actively work together.
- We support and facilitate inclusion and acceptance.
- We will communicate with each other and all members of our community with respect, honesty and in good faith.

GOVERNANCE STRUCTURE:



ROLE OF THE CONSORTIUM

The Grit and Resilience Program Consortium is NOT a board of Governance,

The Consortium is responsible for:

- Work with Rural City of Wangaratta as the backbone organisation who will provide legal governance to the operations of the Grit and Resilience program.
- Supporting the Program Coordinator and providing direction as required.
- Providing consistent and transparent decision making about Program's strategic direction. Strategic direction is defined in this document as the plan of action designed to achieve the long-term and overall aim of the Grit and Resilience Program. Operational decisions, such as program partnerships and operationalising frameworks and guiding documents are not required to be presented to the Consortium for a decision.
- Approving and monitoring progress of strategy implementation.
- Ensuring activities are evidence informed
- Supporting implementation and delivery of evidence informed activities and achievement of outcomes.
- Ensuring activities align with stakeholder interests and any relevant requirements.
- Identifying and monitoring potential risks.
- Communicating and addressing any issues which may have implications for the Consortium.
- Promoting the achievements and activities of the Program.
- Participating in discussions about partnerships, actions and potential funding for program sustainability.
- Having a public presence as a consortium member

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- Identify and connect program team with organisation representatives

The Grit and Resilience Program is NOT a crisis support response, postvention network or service provider.

MEMBERSHIP

The membership of the Grit and Resilience Consortium has three types of partners:

- Organisations that have a physical presence in Rural City of Wangaratta from sectors that support the Programs purpose
- Community partners
- Community youth partners

In the case that a vacancy arises, the process to fill the position on the consortium is outlined in the Operations section of this document.

ORGANISATIONAL REPRESENTATIVES

Organisational Representatives should be of appropriate senior positions to ensure active contribution to decision making without the need to confer with senior management or executive staff. Wherever possible, organisations should be represented by one consistent individual. In the event a representative cannot attend an event or meeting, a suitable proxy or delegate should attend. Contributions made in that meeting by the proxy or delegate are valued.

Organisational representatives will be engaged for an initial 12-month period. Organisational representatives may elect to remain on the Consortium after the initial 12-month period for an additional 12 months, however if they choose not to, the process to engage a new member will commence.

INVITEES

On occasion, the Consortium may require advice, support, or further information to inform strategic direction. Suitably qualified individuals or representatives from organisations not represented on the Consortium may therefore be invited to attend and contribute to Consortium meetings. Potential invitees can be suggested by members, with the Chair and Program Coordinator responsible for facilitating engagement and scheduling. All invited attendees are required to understand and abide by Consortium protocols.

POSITIONS WITHIN CONSORTIUM

Chair's role:

- Attends and heads at all meetings of the Consortium
- Works with the Vice-Chair and Program Coordinator to set the agenda for the Consortium
- Ensures the strategic plan is relevant, impactful, and works with the other members to implement the plan
- Inspires and enables volunteers and other members to achieve success

- Engages membership and expert visitor representation through communications and networks
- Represents the Consortium and serves as the spokesperson when called upon to advocate and support a collective narrative.
- Supports the evaluation team to implement an effectiveness survey and performance review with the Vice-Chair
- Meets with the Vice-Chair and Program Coordinator on a monthly basis.

Vice Chair's role

- Works with the Chair and Program Coordinator to set the agenda for Consortium Meetings.
- Prepares for, attends, and actively participates in all Consortium meetings.
- Supports the evaluation team to implement an effectiveness survey and performance review with the Chair and Program Coordinator.
- Updates and delivers New Consortium members orientation with the Program Coordinator.
- Meets with the Chair and Program Coordinator on a monthly basis.
- Assists the Board Chair as needed.

Members

In joining, all members (regardless of role) commit to:

- Working collaboratively with other agencies and individuals towards common goals as reflected in the Program Purpose and in accordance with the values defined and agreed to by the Consortium.
- Actively contributing to guiding the operations of the Program
- Learning from others and sharing their own information.
- Prioritising the interests of the community and the program ahead of personal or organisational interests.
- Advocating for the Collective Impact approach.

All members are responsible for:

- Influencing strategic directions and outcomes.
- Ensuring activities are evidence informed.
- Supporting the implementation and delivery of evidence-based activities and celebrating outcome achievements of the Program.
- Ensuring activities align with stakeholder interests and any relevant requirements.
- Identifying and monitoring potential risks.
- Communicating and addressing any issues that may have implications for the Consortium.
- Promoting the achievements and activities of the Program to Networks and where members are representing organisations, reporting back to those organisations.
- Participating in discussions about funding for Program sustainability.
- Supporting the Community Partner buddy and mentoring program.
- Approving the strategy organised and implemented by the Program Coordinator.
- Supporting the Program Coordinator and providing consistent and transparent decision making about the strategic direction of the Program.

OPERATIONS

Election of roles:

Any member of the Consortium is eligible to become the Chair or Vice Chair. The Grit and Resilience Consortium hold the aspiration of electing a Community Partner to the Chair Position, and as such have embedded mentoring and Buddy systems functions into the Community Partner Framework to facilitate this aspiration.

Election of positions within the Consortium will occur annually at the February meeting. When electing the Chair and Vice Chair, Consortium Members should vote with regard to the Member they consider has the deepest understanding and knowledge of the subject matter and the Collective Impact Model; and is able to work most effectively with the Program Coordinator. Please refer to Chair and Vice Chair Nomination Process for more information.

Becoming a member:

The Consortium may discuss and agree on a potential new organisational partner and subsequent representative member who may be willing to join the consortium. The new organisation and subsequent representative will be invited by the Program Coordinator and Chair to join the Consortium:

- if an existing member has ceased engagement,
- the Consortium have identified a representation gap, or
- the Consortium considers a particular organisation could provide appropriate ongoing support and advice to the program.

New organisational partners and subsequent representative will undergo orientation, facilitated by the Vice Chair and Program Coordinator.

Membership cessation:

Memberships will be ceased in the event of:

- Resignation
- Resignation from organisation/service
- Failure to attend 3 consecutive meetings.
- Breach of confidentiality
- Failure to deliver on obligations

In the case of the latter three conditions requiring remedial action, then it will be the responsibility of the Chair and the Program Coordinator to have a conversation with the parties involved. If the remedial action involves the Chair, then the Vice Chair will instigate the remedial action with the Program Coordinator.

Portfolios:

Governance of the Grit and Resilience Program requires the Consortium to provide guidance on a breadth of complex issues, with numerous agenda items considered at each monthly meeting. A portfolio strategy is designed to assist the Consortium to ensure items are considered from a variety of perspectives. The Grit and Resilience Portfolio Framework sets clear guidelines to define the roles and responsibilities of Portfolio holders. Please refer to the Portfolio Framework for more information.

DISPUTE RESOLUTION:

If a dispute or difference arises between the parties out of or in connection with this Consortium, either party may give the other a written notice specifying the dispute or difference. Within 30 days of the date of the notice, a person holding a senior manager position from each party must meet and undertake negotiations in good faith and on a without prejudice basis with a view to resolving the dispute or difference. As required, the Grit and Resilience Consortium Chair can facilitate discussions with the nominated parties with a focus on resolution of the issues raised.

CONFLICT OF INTEREST

Conflicts of interest are considered an inevitable part of organisational life and may arise without anyone being at fault. A conflict of interest (COI) arises when a member's private interests could influence or be seen to influence a decision within the Grit and Resilience Program's strategic direction or operations of such decision. An actual, potential or perceived COI creates serious risks for the Program and for the relevant individual and must therefore be identified and managed appropriately. Responsible management of COI in the Grit and Resilience Program is based on the following four principles:

- Protecting Community interest through upholding the Consortium's values and working within a Collective Impact framework.
- Supporting transparency and accountability.
- Promoting individual responsibility for integrity and impartiality.
- Developing a Program culture which encourages effective management of COI.

All members of the Consortium are required to be familiar with their obligations under COI. If a COI is not disclosed within an appropriate timeframe, and an accusation raised, then the Rural City of Wangaratta will manage the accusation through its internal policies and procedures.

DECISION MAKING PROCESS:

In the current context of increased interest and funding around mental health at a statewide and national level, there may be a number of funding and project opportunities that the Grit and Resilience Program is invited to participate in. It may not be feasible to accept all invitations. A strategic decision-making process can assist in determining which opportunities best align with the Purpose and Values of the Grit and Resilience Program.

Strategic decision making within the Consortium will be assessed according to the logic of each proposal, its alignment with available evidence and statistical data, compatibility with the collective impact framework and congruence with the program's values, vision and mission statements.

The Consortium will adhere to the following steps to make strategic decisions collectively.

Step 1. Fully analyse the problem and identify the decision purpose.

Step 2. Try to collect all the information and stakeholders related to the problem.

Step 3. Establish the criteria for judging the alternatives.

Step 4. Compile all ideas and evaluate them.

Step 5. Choose the best option among presented alternatives.

Step 6. Review decision and its consequences

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Strategic decisions will be made on consensus. If votes are split, the Chair will cast the deciding vote. All decisions requiring a vote will be noted in the agenda, which will be distributed for consideration with supporting documents prior to the meeting. One vote will be permitted per member agency/entity, with absentee votes collected prior to meeting commencement if no suitable proxy or delegate is able to attend.

Please note: The Program's evaluation team are currently developing a decision-making tool for the Consortium. This section will be updated once the tool has been approved and adopted by the Consortium.

Out of session decision making process.

Decisions can, on occasion, be made 'out of session'. The following steps will be followed to enact this process:

Step 1: Gather and distribute information.

The Program Coordinator will gather and distribute required information to enable informed decisions. This information could consist of:

- Previous Consortium meeting minutes
- Research papers
- Community feedback
- Any other information that is appropriate/and required.

Step 2: Present options.

The Program Coordinator will construct options for discussion/ voting. In some cases, the online process will require discussion prior to a decision being made. This will be explicitly noted, and the process required from each participant will be outlined.

Step Three: Decide.

A due date for voting will be noted in the instructions of each online voting occasion. Majority voting rule apply provided quorum is met.

FREQUENCY, FORMAT AND DURATION OF MEETINGS

It is expected that the Consortium will meet monthly during the set-up stage of the program. A schedule of meetings will then be documented and circulated once monthly meetings are no longer required.

Consortium meetings take place 11am on the third Thursday of the month, via Microsoft Teams and in person.

Please note:

- Meeting dates will be set at the end of each calendar year for the year ahead.
- When attending the meeting in person, Consortium members are requested to bring a device and mute so that online contribution via chat function is possible without feedback/echo.

QUORUM

Meeting will commence when a quorum of 50% of organisations are represented, plus at least one Community Partner, is achieved.

COMMUNICATION

Communications strategy

The Communication Strategy has been adopted by the Consortium as the leading document for communication. It outlines external and internal modalities of communication, as well as key messages and the role of the Consortium in communicating the collective narrative to the Community. Consortium Members will be designated as spokespeople for specific key messages on an as needs basis, to ensure shared responsibility and consistent external communication.

Social media implementation plan

The social media implementation plan has been adopted by the Consortium as the leading document for the Program's use of social media. The social media implementation plan has been developed based on the two primary ways of building 'grit and resilience' as identified by the Rural City of Wangaratta community - Creating Connections and Including and Involving. Campaigns and tactics provide opportunities, events, and activities that help people feel included and involved, along with moments, activities and events that facilitate feelings of connection.

The social media plan will play two primary roles in facilitating connection, inclusivity, and involvement:

1. Communications role aimed at letting people know about the initiatives, activities and planned events that form part of the Grit and Resilience Program.
2. Encourage involvement, inclusion and connection through social media campaigns that will be run on social media.