

Alpine Resilience Partnership

Terms of Reference (ToR)

CONTENTS

1. INTRODUCTION.....	3
2. SCOPE.....	3
3. MEMBERSHIP.....	4
3.1 Change of Representative.....	5
3.2 Quorum.....	5
4. ROLES AND RESPONSIBILITIES.....	6
4.1 Conflict of Interest.....	8
4.2 Proxies.....	8
4.3 Observers.....	8
4.4 Non-voting members.....	8
5. MEETINGS.....	8
5.1 Meeting Principles.....	9
5.2 Decision making processes.....	9
6. WORKING GROUPS.....	9
6.1 Recovery Committee.....	10
7. SECRETARIAT.....	10
8. ISSUE ESCALATION.....	10
9. FINANCIAL MANAGEMENT.....	11
10. DOCUMENT INFORMATION.....	11

1. INTRODUCTION

Community resilience is the capacity of communities to respond positively to crises. It is the ability of a community to adapt to pressures and transform itself in a way which makes it more sustainable in the future.

Key features of resilient communities are social learning, adaptiveness, and flexibility.

The Alpine Shire is vulnerable to a variety of shocks and natural hazards, including floods, storms, drought, bushfires, and other events, which can influence agriculture, the local economy, health, and wellbeing.

The severity of a disaster is determined by both the scale of the disaster and the level of community preparedness. Community resilience is critical in minimising the effect of these disasters and contributes to a quicker, more effective response.

Community resilience it is best strengthened continuously, not just in times of crisis. It involves people working together to create sustainable links and solutions within their community.

2. SCOPE

- The Alpine Resilience Partnership (ARP) is a partnership of emergency management agencies, health and social welfare agencies plus community representatives that is hosted by Alpine Shire Council with a focus on planning to increase community resilience and preparedness for response and recovery.
- ARP is the forum for government and non-government agencies and community representatives to develop strategies and frameworks to support coordinated resilience planning for Alpine Shire communities and the adjoining alpine resorts.
- ARP will support communities to understand the nature of shocks and disasters and to actively prepare, plan for and mitigate against the impacts of emergencies.
- ARP is the conduit between community, resilience groups and the Municipal Emergency Management Planning Committee (MEMPC). ARP will help identify community issues and concerns, and where appropriate, advocate and lobby, in conjunction with the community, government departments, other agencies and council to implement programs and initiatives to address these concerns.
- ARP maintains an awareness of existing municipal capability and capacity to support the effective conduct of mitigation, response, and recovery activities. Where appropriate the Committee may facilitate or assist with activities that support capability and capacity uplift. This may include, but is not limited to, community engagement activities or multi-agency exercises and training that provide for continuous learning and improvement.
- ARP may establish ongoing sub-committees or time-limited working groups, consisting of appropriate agencies or other members, to investigate or address specific issues or undertake key tasks.

- The Alpine Community Recovery Committee (ACRC) has been formed under the direction of Bushfire Recovery Victoria to enable long-term recovery for the community following the serious and widespread impacts of the 2019/2020 bushfires. ACRC and ARP will work together to develop implementation pathways to achieve goals identified in the Alpine Community Recovery Plan, based on the needs and priorities of the community.

3. MEMBERSHIP

- ARP seeks to be representative of communities across the Alpine Shire communities and adjoining alpine resort communities and is made up of authorised representatives from local and regional emergency and support agencies and community groups.
- Each member shall have one vote.
- The following agencies, organisations and community groups will be invited to be represented on the committee:

Agency	
Albury Wodonga Health	Agency
Alpine Community Recovery Committee	Community
Alpine Resorts Victoria	Agency
Alpine Shire Council (Councillor)	Community
Alpine Shire Council (MRM)	Agency
Alpine Shire Council (Officer)	Agency
Alpine Health	Agency
Ambulance Victoria	Agency
Anglicare	Agency
Australian Red Cross	Agency / Community
Authorised representatives from community groups	Community
Bushfire Recovery Victoria / Emergency Recovery Victoria	Agency
Community Connectors Network	Community
Country Fire Authority	Agency / Community
Department of Families, Fairness and Housing	Agency
Department of Environment, Land, Water and Planning / Forest Fire Management Victoria	Agency

Agency	
Local Community Resilience Planning Groups	Community
Mount Beauty Neighbourhood Centre	Community
Myrtleford Neighbourhood Centre	Community
National Emergency Management Agency (NEMA)	Agency (Federal Government)
North East Multicultural Association	Agency
Parks Victoria	Agency
Rapid Response Team	Agency
Salvation Army	Agency
Victorian Council of Churches	Agency / Community
Victoria Police	Agency
Victoria State Emergency Service	Agency / Community
Women’s Health Goulburn North East	Agency

- ARP may invite or recruit additional people with key skills or knowledge to join the Partnership as necessary. Community groups including members of the Alpine Community Recovery Committee or individuals who represent community are encouraged to apply to be included in the Partnership.
- When deciding whether to invite new members to ARP, consideration should be given to the reason for the invitation; for example, a potential member may be needed to add subject matter expertise to a specific project or body of work and therefore an invitation to participate in a sub-committee or working group may be a more appropriate strategy.
- ARP will review its membership on a yearly basis, or more frequently if needed.

3.1 Change of Representative

The relevant agency, organisation, or community group will advise ARP Chair in writing of any formal changes to their nominated representative. This relates to a permanent change of membership and does not relate to attendance as a proxy (refer to section 7.8).

3.2 Quorum

- The Quorum will be made up of at least 6 partners of the Partnership comprising of at least 2 community representatives and the Chair or Deputy Chair.
- Partnership activities may be conducted without a quorum present; however, a quorum must be present for the purpose of decision making.

- Where an agency will have responsibility or accountabilities as a result of a motion/resolution, that agency must be part of the quorum for that item.
- In the event that a matter arises requiring a decision to be made outside of the meeting schedule, the Chair may initiate an 'out of session' process whereby the matter is considered by e-mail, phone and other communication processes as pre-determined by the Partnership. All members will be provided the opportunity to participate. Out of session decision-making will have the same quorum and other requirements as face to face meetings. A record of the out of session decision will be documented and formally presented to the next face to face meeting for endorsement and inclusion in the minutes.

4. ROLES AND RESPONSIBILITIES

Chair

ARP membership will elect a Chair at the March meeting for a term of one year.

The Chair has the following responsibilities:

- Chairing ARP meetings
- Facilitating ARP to perform its functions and operates in accordance with the requirements of these Terms of Reference
- On behalf of ARP provide information and recommendations to the MEMPC
- Confirm the agenda for each meeting
- Manage acceptance/advice of last-minute papers or agenda items prior to ARP meetings.
- Ensure that ARP meets according to its schedule
- Ensure that ARP meetings are efficient and effective
- Provide leadership to the Partnership in its deliberations
- Facilitate frank and open discussion
- Ensure that all members can participate equally
- Refer issues or matters of concern identified by ARP, or members of ARP, to the MEMPC
- Sign correspondence on behalf of ARP
- Represent ARP in other forums where appropriate
- Coordinate out of session matters

Deputy Chair

ARP membership will elect a Deputy Chair at the March meeting for a term of one year.

The Deputy Chair has the following responsibilities:

- Undertake the role of the Chair if the elected Chair is absent
- Receive delegated responsibilities of the Chair as agreed with the Chair

Member

- The representatives prescribed in Section 3 above and additional invited Partnership members will provide representation at the appropriate level and with the authority to commit resources and make decisions on behalf of their organisation or community.

- Members are asked to participate in ARP as a partnership and provide advice or make decisions in the best interest of Alpine Shire communities. ARP acknowledges and respects members' existing responsibilities, accountabilities, and associated levels of resourcing.

Responsibilities of ARP members

- Seek to understand the needs of each Alpine community
- Share knowledge, advice or advocate to support communities to achieve their resiliency goals
- Prepare for, prioritise, and attend scheduled meetings
- Collaborate to seek solutions and proactively contribute to the work of ARP
- Provide meeting papers to the Chair at least one week prior to a meeting
- Respect confidential and privileged information
- Represent all areas of their agency, organisation or community
- Report on recent relevant agency, organisation or community activity relating to emergency management mitigation, response, recovery or resilience activities, with a focus on emerging risks or opportunities
- Where a decision or action is outside the authority of the member, engage with relevant personnel within their agency to obtain approval to commit resources and undertake tasks
- Identify and liaise with subject matter experts or key representatives from within their agencies, organisation or community to participate in ARP, its sub-committees or working groups
- Advocate for and report back to their agencies or communities on ARP outcomes and decisions.

MEMPC Representative

ARP Chair will represent ARP on the MEMPC.

Responsibilities MEMPC representative:

- Attend MEMPC Meetings as scheduled
- Represent the views and activities of ARP to the MEMPC
- Report the actions and activities of MEMPC to ARP
- Respect confidential and privileged information

MEMPC Representative Proxy

The Deputy Chair will be the designated MEMPC Representative Proxy.

The MEMPC Representative Proxy will undertake the role of the MEMPC Representative if the elected representative is unavailable to attend MEMPC meetings or activities.

4.1 Conflict of Interest

If an ARP member or their proxy has a direct or indirect interest in a matter to be decided by the Partnership, they must declare their conflict or perceived conflict and must not vote on the issue. ARP will determine if the member should be excluded from all or part of the proceedings related to the matter.

4.2 Proxies

- Members should prioritise ARP meetings wherever possible. In the event a member is unable to personally attend a specific meeting, they are encouraged to identify a suitably skilled and authorised proxy. The proxy is considered to have the same voting rights as the substantive ARP member unless the Chair is advised otherwise.
- Members may choose to identify a standing proxy who is empowered to represent the member at any time. The member will notify the Chair of the details of this person and the duration of the appointment as a standing proxy.
- Where a standing proxy is not recorded, or is unavailable, a member will advise the Chair of the name, role, and contact details of their nominated proxy, as early as possible before a meeting. This advice should be in writing for the purpose of record keeping and will include any limitations to the voting rights of the proxy for that meeting.
- If the Partnership member is unable to provide advice to the Chair of the details of a proxy and their voting rights before the meeting, the attendee will be considered an observer for the meeting.

4.3 Observers

- An observer may attend a meeting for any number of reasons. ARP members will advise the Chair of the attendance of an observer before a meeting, where possible.
- Observers must respect all confidentiality and operating protocols of ARP, and must not:
 - Propose or vote on motions
 - Intrude on the procedures of ARP
 - Take part in the meeting proceedings without the invitation of the Chair.

4.4 Non-voting members

- If deemed necessary for transparency and equity, the Partnership can invite additional standing members who may not have voting rights. Where this is the case, the membership list will reflect the voting status.
- Members of sub-committees or working groups do not have voting rights unless they are also members of ARP.

5. MEETINGS

- The Partnership will meet as a group, either in person, by videoconference, teleconference, or other means with consideration of seasonal requirements and considering operational constraints of members on the first Wednesday in March, May, July, September, and November.

- The Chair may schedule additional meetings as required.
- Two meetings will be held in Bright. One meeting annually will be held in Myrtleford at a location to be confirmed, one meeting annually will be held in Mount Beauty at a venue to be confirmed and one meeting to be held at either Mount Hotham, Dinner Plain or Falls Creek at a venue to be confirmed and/or via video link.

5.1 Meeting Principles

- Meetings will be conducted on a formal basis, with proceedings recorded and action items documented in formal minutes which will be distributed to all members.
- Any member can submit items to be included on the agenda. The Chair will confirm the agenda prior to each meeting.
- Members are to receive meeting agendas and information at least 7 days prior to an upcoming meeting.
- All efforts will be made to ensure meeting technology runs efficiently and smoothly.
- Meeting Minutes will clearly articulate action items follow-up, response times and will contain a 'Parking Lot' to capture topics not related to the Agenda for later discussion.
- All proceedings and documentation of ARP are confidential until ARP agrees otherwise, or where the provider of the information advises that it is publicly available, and no restrictions apply to its release. Noting this, ARP records remain discoverable under the Freedom of Information Act 1982.

5.2 Decision making processes

- In general, the Partnership will adopt a consensus approach to decision-making, where a majority of members agree, with the remainder content to give way. The Chair will seek further advice from the members and attendees or through external subject matter experts to support decision making.
- Where consensus cannot be achieved, decisions will be made by majority vote. In the event of a tie the Chair will cast the deciding vote.
- The Chair will ensure that all members are provided with the opportunity to participate in discussions and decision making.
- Each ARP member has one (1) vote on any matter decided by the Partnership unless that member is identified as a non-voting member. To vote, an ARP member must be present at the meeting or represented by a proxy.
- Where ARP must reach a decision between Partnership meetings, this can be undertaken via circular resolution. All members will be notified of the proposed resolution, with a collective decision reached where the majority of respondents vote in the affirmative. Decisions made by circular resolution will be confirmed by the Partnership at the next ARP meeting.

6. WORKING GROUPS

- ARP will determine the need to establish / working groups to investigate and report on specific issues that will assist ARP in meeting its goals.

- ARP will determine the Terms of Reference and reporting timeframes for the sub-committees and/or working groups. ARP can delegate this task to the sub-committee or working group but will endorse or accept them at an ARP meeting.
- The membership of any sub-committee and/or working group may consist of agencies and organisations represented on ARP, and other representatives deemed necessary.
- The established sub-committees will report to ARP for any actions to be undertaken and recommendations which need to be escalated to MEMPC or other organisation as appropriate.
- Minutes will be taken at all sub-committee / working party meetings and will be distributed in accordance with ARP meeting minutes and agendas.
- If the function of a sub-committee is completed, the sub-committee can be disbanded at a meeting of ARP. Sub-committees may continue with a watching brief for their area of responsibility and not be required to meet until necessitated by a review or change in circumstances. A currency and accuracy review of sub-plans should occur every 12 months, with full reviews every three years, unless otherwise stated.

6.1 Recovery Committee

In the event of a serious emergency after ACRC has dissolved, ARP will form the Community Recovery sub-committee and invite membership from ARP community members and other members of the community for the purpose of planning a community led recovery.

7. SECRETARIAT

Administrative support will be provided by Alpine Shire Council and may include:

- Scheduling meetings
- Providing Partnership members with the meeting agenda
- Recording minutes of meetings
- Distributing minutes of meetings to members
- Inducting new Partnership members
- Preparing and sending correspondence for and on behalf of ARP
- Plan and deliver resilience or preparedness activities and events as agreed by the partners

8. ISSUE ESCALATION

- The Chair may escalate any matters of significance to the MEMPC or relevant authority for advice or consideration.
- Issues requiring escalation should be well documented and include:
 - A description of the issue or advice sought and the consequences if it remains unresolved.
 - Actions taken to resolve the issue.
 - Recommended actions or options that may assist resolution.

9. FINANCIAL MANAGEMENT

- Alpine Shire Council has committed funds and resources for activities and coordination of ARP.
- From time to time ARP may seek funding opportunities from external sources or from partners to deliver agreed outcomes.
- Member agencies may agree to commit funds to an ARP activity or event, in which instance the expenditure is considered expenditure of the agency and not ARP. The member agency is responsible for all aspects of financial management within their existing governance arrangements. ARP does not accept liability for any agency-led initiatives.
- ARP may, from time to time, apply for grants to deliver specific projects as agreed by partners.
- In the case ARP is successful in receiving grants for projects, the grant applicant will be responsible for ensuring the project is delivered and acquitted in accordance with the funding guidelines and agreement.

10. DOCUMENT INFORMATION

Criteria	Details
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