

Collective Impact Board (the Board) - Terms of Reference

The vision of the Collective Impact Board is to help create a “strong, cohesive, informed community” through its recommendations, advice and workplan.

Purpose (Alhadaf الهدف)

1. The Collective Impact Board (the Board) has been established in response to recommendation 26 of the Royal Commission of Inquiry into the terrorist attack on Christchurch Mosques on 15 March 2019.

Recommendation 26: “investigate establishing a Collective Impact Network and Board or other relevant mechanism that enables public sector agencies, non-government organisations and affected whānau, survivors and witnesses to agree on a specific work programme to provide ongoing wrap-around services to affected whānau, survivors and witnesses”.

The Board is not responsible for the development of policy, or independent research, and has no formal decision-making powers. It does not have powers to direct agencies but can expect its advice and insights to be given appropriate consideration. Ministers remain responsible for directing their agencies as appropriate. Government remains accountable for its response to the Royal Commission’s report. The Board is responsible for providing and receiving advice and guidance from the Kaiwhakaoranga Specialist Case Management Service and the across agency operational group.

The overall purpose of the Board is to:

- 1.1 Agree on a specific work programme to support the on-going wrap-around services that best support the affected community.
- 1.2 Bring the collective voices of the affected community together to help inform recommendations to support the development of the current Kaiwhakaoranga Specialist Case Management Service.
- 1.3 Support the across-government collaboration that enables the Kaiwhakaoranga Specialist Case Management Service to meet the needs of the affected community.
- 1.4 The Board will document relevant learnings over time, arising from its operation to share with other communities who are responding to significant events.
- 2 Provide updates to Minister’s upon request (secretariat support is provided).
- 3 The Board will be active for two years effective from 25 May 2021.
 - 3.1 The Board Chair, Co-Chair and Community Representatives will be appointed for 12 months.
 - 3.2 Changes in membership may be required as the Kaiwhakaoranga Specialist Case Management Service evolves.

Membership

- 4 Membership of The Board shall consist of no more than 15 members.
 - 4.1 A maximum of five Members representing key public sector agencies. A representative from the Christchurch City Council has also been invited to join the Board as a local authority official and will not have voting rights. Agency membership may change depending on the needs of the affected community. The relevant Agency will select who represents them on the Collective Impact Board (with the intention of it being a decision-maker.
 - 4.2 A maximum of eight Members who are the bereaved, survivors, witnesses ,or part of the affected community, and ideally represent gender balance, ethnic and religious diversity, a range of ages and geographical spread as recommended by the Royal Commission of Inquiry (RCOI).
- 5 The Board's Community Representatives are appointed through a nominee process by the affected community and must:
 - 5.1 Be either a survivor, bereaved, a witness or part of the affected community
 - 5.2 Have skills and lived experiences that will add value to shaping the Kaiwhakaoranga Specialist Case Management Service
 - 5.3 Are well connected to their communities, and champion the views of others
 - 5.4 Are passionate about making a difference and improving people's lives impacted by the terrorist attack of 15 March 2019
 - 5.5 Can see others' points of view and can debate an issue calmly and assertively without judging others
 - 5.6 Be part of the high-level decision-making around the future service needs of the community
 - 5.7 Attend and contribute to meetings that will help ensure the voices of the community are heard
- 6 Members shall be appointed for a period of 12 months and may be re-elected through a process to be determined by the Board
- 7 Any member of the Board may resign at any time by way of letter addressed to the Board Chair or Co-Chair.

Responsibilities and Conduct of Members (المسئولية والسلوك Almasooliyya wa Assolook)

- 8 The Chair of the Board will agree an approach with the Members on how it will carry out its work programme. The Board will operate on a 'no surprises' basis.
- 9 The Chair may, in full agreement with the Members, as required and consistent with these Terms of Reference, issue policies and protocols to inform the day to day workings of the Board and expectations of Members (for example, protocols for storage of confidential

information).

- 10 Board members will be required to declare any new conflicts of interests, or changes to previous declarations, at the beginning of each Board meeting.

Quorum for Meetings and Acting Arrangements (Nisab Alijtimaa' نصاب الاجتماع)

- 11 A meeting quorum will be no less than 9 Members (5 representing Community and 3 representing government agencies), plus the Chair or Co-Chair, to ensure a reasonable spread of representation.
- 12 If the Chair is unavailable to attend a meeting, the Co-Chair will act in their place. In the event of both Chair and Co-Chair being unavailable, the Secretariat will act in their place. No decisions or voting will take place in this instance. There must be either the Chair or Co-Chair present in order for decisions or voting to take place.
- 13 Members may not delegate attendance at meetings to others outside of those appointed to the Board.

Operating Principles (Mabadi' Ala'mal مبادئ العمل)

The Board's work will be shaped and guided by the following principles:

- a. Outcomes focussed
- b. Open and inclusive
- c. Impartiality
- d. Transparency and with integrity
- e. In accordance with the Treaty of Waitangi principles of partnership, participation, and protection and Islamic principles
- f. We apply equity and principles of the Human Rights Act 1993 to all we do.

Chair Selection

- 14 The Board will vote for the appointment of Board Chair from the Community Representatives on the Board who self-nominated for Board Chair. This is by-way of a secret ballot, where the majority vote decides.

Responsibilities of the Chair

The Chair will:

- a. Convene and facilitate effective and efficient running of meetings – this includes setting the meeting agenda
- b. Provide direction and guidance to the Board to ensure realisation of the re-design and delivery of the Kaiwhakaoranga Specialist Case Management Service
- c. Encourage and model open communication where all Members contribute effectively to meetings or other forms of engagement
- d. Mediate differences of opinion and make final decisions only when the Board is unable to reach consensus

- e. Represent the Board's views to key stakeholders, including senior government agencies, stakeholders, and Ministers.

Responsibilities of the Co-Chair

The Co-Chair will:

- a. support the Chair in the performance of the role and function of the Chair
- b. provide mentoring and guidance to the Chair
- c. assist the Chair, as necessary, to avoid or positively resolve potential conflicts of interest
- d. assist the Chair, as necessary, with effective mediation to ensure that all Board members can be heard and treated respectfully, and that a way forward has been agreed
- e. undertake actions required to be performed by the chair where the Chair actually or potentially may be compromised due to personal or other conflict of interest
- f. provide general stability and assistance when there is a transition between Board Chairs

The Co-Chair has the same responsibilities as the Board Chair and Community Representatives on the Collective Impact Board.

Responsibilities of Members

15 Members are expected to act in good faith, with integrity and with reasonable care in performing their duties on behalf of the Board.

Members will:

- a. Carry out actions assigned to them within an agreed timeframe
- b. Thoroughly prepare for meetings by reading all documents prior to the meetings and making constructive contributions to Board discussions
- c. Help balance conflicting priorities and resources
- d. Share emerging information that could affect implementation of the actions
- e. Raise risks and issues and suggest possible solutions
- f. Report back to their respective groups/organisations. Key messages will be provided by the secretariat to ensure that messaging is consistent and accurate.
- g. Act on behalf of the group but take a sector wide view
- h. Help identify opportunities
- i. Help connect across the sector to leverage capability and skills to achieve the Kaiwhakaoranga Specialist Case Management Service goals.

Secretariat Services

The Ministry of Social Development will provide secretariat support for the Board

The Secretariat will:

- a. Provide meeting support, e.g. develop agenda, collate, and circulate papers, prepare, and circulate minutes
- b. Prepare and circulate advice and information, including research, think-pieces and decision-making papers as requested by the Chair or other members
- c. Co-ordinate Members' input on papers and seek input from external stakeholders as needed
- d. Support the Board to complete an annual review of its work, including documenting achievements during the year.
- e. Provide Board members with key messages to ensure communication from the Board is consistent and accurate.
- f. Prepare and provide reports about the Board's progress to Minister(s) and relevant government agencies on behalf of the Board.

The Secretariat will distribute meeting agendas and papers by email no less than 5 working days before the meeting. The Secretariat will distribute minutes no later than one week prior to the next Board meeting.

Consensus Decision Making Process (الشورى والاجماع 'Shura and Ijmaa')

- 16 The Board exists as a group of individuals who should share a common purpose but whose opinions and agendas may not always be aligned. It is not intended to be a voting democracy. Consequently, the decision-making process of the Board will be based on consensus*. All decisions made by consensus are to be actively supported by all Members.
- 17 The Board may choose to invite officials and experts to its meetings as required to provide information to help with decision-making.
- 18 Decisions that cannot be reached by consensus will be referred to the Chair. The Chair will develop a solution for a decision, based on consideration of differing viewpoints and their associated risks and benefits. The Board has intentionally been established with an odd number of Board members to assist with voting, however, where consensus or a clear vote is not achieved, the Chair will make the final determination in consultation with the Co-Chair.

On behalf of the Chair, the Secretariat will circulate the decision to Members within 5 working days of the meeting.

Consensus: The definition of **consensus spans the range from strong support to neutrality, to abstention, to "I can live with it." Any of these actions still constitutes **consensus**.*

Hosting and Frequency of Meetings

The number of Board meetings is set at a minimum commitment of 10 meetings per annum to a maximum commitment of 14 meetings per annum.

The Board will be convened from 25 May 2021 for a period of two years.

19 Meetings will be held monthly and held either in person, or electronically when physical meetings are not practicable, and agreed to by the Chair. An advance meeting schedule, including date, time, and venue, covering six months will be agreed by Members at the first full meeting on 9 June 2021.

20 Out-of-session work may be required from time to time. This could be via 'round robin' emails and/or phone calls to individual members when a specific viewpoint or expertise is needed – such sessions are unpaid.

Public Communications (Attawasol Ali'jtimai' (التواصل الاجتماعي)

21 As part of the community engagement strategy, which is still to be developed by the Board, the Board may conduct planned engagement events, or participate in events or meetings that are held by other agencies such as DPMC or relevant Ministers. Members should contribute to the planning, facilitation, or attendance of events to gather feedback from the affected community or deliver on outcomes described in the Board's work plan (still to be developed). The Board Chair will approve all such engagements.

22 Members of the Board will seek agreement from the Chair before communicating any aspects of the Board's work in a public forum. This includes, but is not limited to, blogging, media engagement, and academic work.

Conflicts of Interest (Tadarob Almasaleh (تضارب المصالح)

An interest arises where a person has a financial, family connection, or other personal interest in a matter that could give rise to bias or the appearance of bias. There are many aspects to be considered, including:

- What comprises an 'interest'
- The obligation under legislation e.g. the Crown Entities Act requires appointees to register details of interests in respect of the individual and of family members
- Reviewing/checking of disclosure statements
- How a conflict of interest can impact on the quality of a Board's decision-making, and on its integrity and reputation
- Providing assurance to Ministers that conflicts can be managed
- The need to protect personal information provided.

23 The Board will put in place appropriate procedures, including a register of interests, to ensure that any potential conflicts of interest are identified and managed effectively.

24 Members should avoid situations that might compromise their integrity or otherwise lead to conflicts of interest.

Authority of the Chair

25 Where there is any uncertainty regarding the conduct of Members in accordance with these Terms of Reference, or matters of concern, these are to be referred to the Chair for direction.

26 The Board is an advisory group and has no authority to direct any government department or agency, employ staff, enter into contractual agreements, make commitments or undertakings on behalf of any Minister or Chief Executive.

Confidentiality (السريه)

27 The Board should engage as much as possible with individuals, families, and organisations to inform the Kaiwhakaoranga Specialist Case Management Service.

28 The Chair or Co-Chair should determine whether information is for sharing by the group, or is to be kept private or confidential, subject to the provision that all information provided by Government can be shared unless indicated otherwise.

29 Members may be presented with a range of private or confidential information, including on aspects of Government agencies' business as well as sensitive information. The expectation is that all Members will act professionally, respecting each other's and the Government's interests.

30 The work of the Board may also involve personal information. All Members will ensure that the collection, use, disclosure, and storage of personal information in connection with the Board is consistent with the Privacy Act 2020. These obligations continue, as appropriate, beyond membership in the Board.

Meeting Fees

31 Members will be remunerated in accordance with the Cabinet Fees Framework for Members Appointed to Bodies in which the Crown has an Interest (Cabinet Office Circular CO (12) 6). The Scheme Advisory Panel is classified as a "Group 4: All Other Committees and Other Bodies". The remuneration rate includes preparation time.

32 The Board Chair will receive \$575 (including GST) to prepare for and attend a full day meeting or \$287.50 (including GST) to prepare and attend a half day meeting. These rates reflect the extra responsibilities of the Board Chair. All meeting related fees payable to an individual are subject to withholding tax by Inland Revenue.

33 The Co-Chair will receive \$493.75 (including GST) to prepare for and attend a full day meeting or \$246.88 (including GST) to prepare for and attend a half day meeting. These rates reflect the extra responsibilities of the Co-Chair. All meeting related fees payable to an individual are subject to withholding tax by Inland Revenue.

- 34 Members will receive \$395 (including GST) to prepare for and attend a full day meeting or \$197.50 (including GST) to prepare for and attend a half day meeting. All meeting related fees payable to an individual are subject to withholding tax by Inland Revenue.
- 35 Members employed by government agencies, crown entities or local government are not entitled to any additional remuneration (refer clauses 69 and 70 of cabinet fees)
- 36 Members will not be paid for time spent travelling to the Board meetings or any other Board related business unless agreed to by the Regional Commissioner for the Ministry of Social Development (budget holder).
- 37 Members will be provided with a timesheet to complete at the end of each Board meeting and the Ministry of Social Development will pay Board fees on a meeting-by-meeting basis.

Te Tiriti o Waitangi

- 38 The Board will operate in accordance with the Treaty of Waitangi principles of partnership, participation, and protection.
- 39 Mana whenua will guide the Board on the inclusion of tikanga Māori in Board governance and community meetings.

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