



## One Gippsland - Terms of Reference

Date: As at 20 October 2023

### Vision

One Gippsland seeks to create a thriving Gippsland that is a dynamic regional area harnessing the social, environmental and economic capabilities, assets and remarkable Gippsland diversity to offer residents opportunities for great lifestyles, prosperity and access to services at all stages of life.

### Mission

One Gippsland members will collaborate on a range of initiatives and activities to realise the vision through strong and unified advocacy to State and Commonwealth governments and agencies.

### Purpose

- **United voice:** be the combined voice for Gippsland communities to address regional issues;
- **Advocacy:** advocate for the State and Commonwealth Government policies and programs that support economic prosperity through innovation, facilitation and education;
- **Go to peak body:** develop positive relationships and encourage open dialogue with the State and Commonwealth Governments;
- **Investment:** Create the opportunities for the State and Commonwealth Governments and the private sector to invest in Gippsland to support economic prosperity, social capital and access to services; and
- **Environmental stewardship:** Take a leading role in advocating for environmental stewardship and sustainable use of natural resources.

### One Gippsland Membership

Membership of One Gippsland will comprise the Mayor/Chair (or equivalent) and CEO (or equivalent) of:

- Bass Coast Shire Council;
- Baw Baw Shire Council;
- Destination Gippsland;
- East Gippsland Shire Council;
- Federation University;
- Food & Fibre Gippsland;
- Gunaikurnai Land and Waters Aboriginal Corporation;
- Latrobe City Council;
- South Gippsland Shire Council;
- TAFE Gippsland; and
- Wellington Shire Council.

*Other organisations may be onboarded as members of One Gippsland where the sitting members see relevant.*



## One Gippsland - Terms of Reference

Member organisations will provide advice on strategy, issue and opportunity identification, and will be involved in all relevant advocacy and stakeholder engagement.

### Partnership

Where the priorities and activities of organisations within Gippsland align with those of One Gippsland, a partnership can be entered into where deemed appropriate by the One Gippsland sitting members.

Partnership activities would include:

- Biannual attendance to One Gippsland meetings to provide an update on the activities of the partner organisation;
- Information sharing on issues of mutual priority;
- Joint advocacy efforts for programs/projects of mutual importance; and
- Inclusion in stakeholder and government meetings where it relates to the activities and priorities of the partner organisation.

### Roles and Responsibilities

#### Key Principles

- When participating as a member of One Gippsland each person will act in the best interests of Gippsland as a whole; and
- Members acknowledge the right of individual member organisations to advocate for local and sub-regional priorities as determined by local Councils or organisation Boards.

#### Chairperson

*Note: The Chairperson will be a Mayor of one of the six Gippsland Local Governments, and will be elected solely by the six Mayors of the Gippsland Local Governments (funding members) at the One Gippsland Mayoral Induction Meeting in line with the One Gippsland Voting Process. This decision will be evaluated at the annual review.*

- Chair the One Gippsland meetings;
- Act as the primary contact and spokesperson of One Gippsland;
- Approve outgoing One Gippsland correspondence;
- Call for, approve and suggest agenda items;
- Lead delegations on behalf of One Gippsland; and
- The Chair organisation will coordinate the operational funding (budget) for the organisation and act as a contract manager for One Gippsland engagements.

#### Members

- Represent the strategic interests of their organisation as they align with those identified by One Gippsland;
- Champion the specific initiatives or activities of One Gippsland as required;



## One Gippsland - Terms of Reference

- Provide advice at One Gippsland meetings on the issues and opportunities being pursued by the organisation;
- Actively participate in matters raised through One Gippsland including joint participation in relevant parliamentary inquiries and government submissions;
- Submit agenda items for consideration by the Chairperson;
- Attend One Gippsland meetings as scheduled (a Deputy Mayor, Deputy Chair, Director level delegate or relevant equivalents may attend meetings in the place of the member); and
- Attend delegations on behalf of One Gippsland at request of the Chair.

### Secretariat

- Provides secretariat support to operations of the One Gippsland meetings including the preparation of agendas, preparation of media releases; collation of board papers, preparation of minutes, preparation of registers of advocacy and communication activities and circulate these to members in a timely manner;
- Assists in the research, policy creation and strategy setting of One Gippsland;
- Coordinates the advocacy and engagement activities of One Gippsland;
- Coordinates activities of the working groups;
- Schedules delegations and stakeholder meetings on behalf of One Gippsland;
- Creates Agendas, briefings to stakeholders and talking points for One Gippsland members; and
- Prepares an annual pre-budget submission for approval by the Board.

## Reporting and Communications

*Note: Various media channels can and should be used to advocate on behalf of One Gippsland.*

- The Chairperson is the key spokesperson for One Gippsland, but can delegate to other members as required;
- The Chair of One Gippsland can, on the behalf of members, write to or meet with State and Commonwealth politicians and key government agencies following approval at a meeting of members;
- An advocacy register will be prepared following any advocacy delegation on behalf of the group, outlining the particulars the meetings held, key discussion points and any agreed next steps;
- An annual report of activities will be developed and provided to members, the broader community and State and Commonwealth Governments; and
- An annual review of the functions of One Gippsland will be undertaken to ensure the efficient and effective operations of the group.

## Strategic Planning

- Every four years, following Council elections or at another time through agreement, One Gippsland will contribute towards the development / revision of the Gippsland Regional Plan;
- A key philosophy will be to work with regional stakeholders to use existing strategies and evidence in the development of the regional plan and consider State and Commonwealth Government policy;



## One Gippsland - Terms of Reference

- One Gippsland will adopt an annual action plan based on the priorities agreed to in the Gippsland Regional Plan; and
- The annual action plan will guide the activities of One Gippsland.

### Financial Contribution

*The six Local Governments in Gippsland are currently the sole funding members of the organisation. This decision will be evaluated at each annual review.*

- Each member will make an equal financial contribution (confirmed annually at the May meeting) to the running of One Gippsland.
- Payment for services provided by the secretariat and other endorsed projects will be paid by a member Council (currently Latrobe City). Invoices will be issued to members on an annual basis for secretariat services and at the completion of endorsed special projects.
- Additional funds may be requested from time to time to progress priority projects. Request for additional funds will require full support of the One Gippsland group and contribution is voluntary.

### Dispute Resolution

- Members will work to resolve any differences in good faith and in the interest of One Gippsland;
- A dispute may be referred to the Chairperson to assist in resolution;
- If a dispute cannot be resolved, the Chairperson can refer the matter to an external mediator for resolution. The mediator's decision will be final; and
- Any costs associated with addressing a dispute will be borne by the parties involved in the dispute. No costs will be covered by One Gippsland.

### Legal Status

- One Gippsland is an unincorporated association;
- All members participate voluntarily at their own risk and need to ensure appropriate due diligence in relation to any activities undertaken as part of One Gippsland; and
- This document aims to provide general guidance for the convening of One Gippsland meetings and activities and does not cover every eventuality.

### Annual Review

One Gippsland will review its Terms of Reference (this document) every 12 months. All views from members will be considered.



## One Gippsland - Terms of Reference

### Appendix 1 – Operational Matters

#### Meeting Arrangements and Frequency

An annual schedule of meetings will be developed by the Secretariat in consultation with One Gippsland members including:

- Six (6) One Gippsland full board meetings will be held each year (every second month) from February to November in a central location to all parties (Morwell) with the ability to schedule extra board meetings if required;
- Virtual or hybrid meetings may be scheduled at the discretion of the Board;
- Board meetings will be split into two (2 sections) – full board will meet during first section and local government members will meet during second section;
- CEO Forums will be scheduled between each board meeting that consist of local government CEOs (or their delegate) and Industry Heads (or their delegate);
- Working group meetings will be held as required;
- At least two (2) delegations per annum will be held in Melbourne to meet with State politicians and senior bureaucrats; and
- A delegation (physical or virtual) will be undertaken to Canberra at least once per annum to meet with Federal politicians and senior bureaucrats.
- Additional meetings to progress the activities and initiatives of One Gippsland can be called at the discretion of the Chairperson.

#### Date and Time

Meetings will be held on a Friday or a day as required to meet with Ministers and senior bureaucrats. Meetings will run from 10am to 2pm.

#### Location

In person meetings will be held at the Latrobe City Council Offices (Morwell) - a location central to all Members to minimise travel distances or a location agreed to by the Board.

#### CEOs Forum

The CEOs Forum will be scheduled between each board meeting to address dedicated work referred to it from Board meetings. It will also manage and assess work from One Gippsland working groups (priority projects, policy, position statements, submissions) and report back to the Board with recommendations and completed work.

#### Working Groups

Working groups will be formed as necessary by instruction from the Board. Each working group will be chaired by a member of the Board or their delegate. Working groups will be created and disbanded at the Board's discretion. The CEO Forum (LGA and Industry members) will



## One Gippsland - Terms of Reference

develop/approve the terms of reference/scope of each working group. Working groups will be tasked with (but not limited to):

- Meet with relevant stakeholders pertaining to the working group's scope;
- Creating policy positions on particular issues;
- Recommending priority projects for advocacy received from the PIPE working group;
- Formulating content for submissions to government; and
- Advising and reporting to the CEO Forum on particular issues and activities.

Note: The PIPE working group will be responsible for analysing content and formatting of priority projects in PIPE that will then be submitted to the working group relevant to the project.

### Presentations

- No more than two presentations will be allowed at any one meeting without the approval of the Chairperson; and
- All presentations should relate and progress the One Gippsland priorities as identified in the Gippsland Regional Plan/ or Action Plan.

### Agenda and Minutes

- An agenda will be circulated with relevant papers one week prior to the One Gippsland board meeting; and
- Draft minutes will be circulated within one week after the One Gippsland meeting. Draft minutes will be approved at the following One Gippsland meeting.

### Requests of One Gippsland

- **Letter of Support/Testimonial**
  - o The request for a letter of support or testimonial is required to be submitted to the Secretariat via email;
  - o Relevant information on the organisation and topic for support is required to be submitted with the request, to allow an informed decision on support to be made by the members;
  - o The Secretariat will also undertake desk top research and note any relevant information;
  - o The request will be placed on the agenda and tabled for discussion at the following board meeting from the time that the request is made;
  - o To be placed on the agenda and to allow for the Secretariat to conduct due diligence, the request for a letter of support must be made at least 14 days before a scheduled board meeting;
  - o If a member is submitting a request for a letter of support or testimonial, any conflict of interest should be declared at the time of submission;
  - o Any conflict of interest should be declared by members at the time of a vote being conducted at the board meeting;
  - o Any pertinent information regarding the entity seeking the letter of support or testimonial that is known by members should be conveyed to the Secretariat;
  - o A majority of councils/industry members (6) is required to provide support;
  - o If a member has been excluded from the vote, a majority of more than 50% of eligible voting members is required;



## One Gippsland - Terms of Reference

- o If a majority is received, the Secretariat will prepare a DRAFT letter of support or testimonial and provide to the Chair for signature/approval – this must be provided within 2 business days; and
- o A signed letter will then be provided to the relevant organisation and a FINAL tabled at the next One Gippsland meeting for noting (if the request was not tabled at a prior meeting).
- **Sponsorship:** One Gippsland is an alliance that advocates to government on behalf of local council and industry members and their model of operations does not include financial sponsorship of activities of external groups.

### Decision-Making

- One Gippsland will run on consensus;
- Where a Member is unable to attend a meeting or be represented, it is their responsibility to advise the Chair of their position on matters in the agenda prior to the meeting; and
- Where a matter arises where there is no consensus, One Gippsland will not form a formal position, rather each individual member will advocate its position outside of the One Gippsland entity.



## One Gippsland - Terms of Reference

### Appendix 2 - Media and Communications Approvals Process

#### Purpose

To outline the communications processes pertaining to external media relations.

#### Proactive / Reactive Process

The process applies to any media that impacts One Gippsland or any proactive media/communication (not socials) undertaken by One Gippsland. The format of the response will be a Stakeholder Alert/Newsletter and/or a Media Release.

*Note: Where a perceived or actual conflict of interest is identified, the Chair will stand aside and an alternative spokesperson will be identified.*

#### Where the issue/s has an agreed One Gippsland position:

1. Identify announcement that impacts One Gippsland;
2. Secretariat to develop 3-4 dot points that summarises the position – providing it aligns with One Gippsland policy positions; and
3. Secretariat to send these dot points to the Chair for review and approval.

#### New NOT APPROVED recommendation:

- For a reactive media response a 2 hour approvals process is required; and
- For a proactive media response, a 2 business days approvals process is required.

#### Where the issue/s does not have a corresponding One Gippsland position:

1. Identify an announcement that impacts One Gippsland.

2. *The following holding statement format will be used:*

*“One Gippsland notes the (insert issue) announced today. One Gippsland does not have a position on this issue/s, as such will seek to understand the implications of (insert issue) and will consult with our members regarding the potential impact on our shared communities”*

*And were relevant:*

*“One Gippsland further notes the relevance of this issue on (insert organisation) and will defer to those members to lead further commentary on this matter.”*

3. Secretariat to circulate the holding statement to the Chair – requiring 2 hours (at maximum) to respond.
4. Secretariat to then issue stakeholder alert and/or media release publicly to all media outlets





## One Gippsland - Terms of Reference

and stakeholders; and

5. The Secretariat will confirm the availability of the Chair (or alternate spokesperson) to ensure availability to participate in any interviews.