**Terms of Reference for a Collective for Change**

**Terms of Reference for (Name - Collective) Strategic/Governance Group**

**Purpose**: A Food Secure Community

**Nature of the Collective:** The (name) collective of organisations is committed to creating a food secure (name of place) through (put your values or main focus here eg: sustainable, structural and mana enhancing solutions.)

**The Values that undergird the Collective are:**

**Membership of the Strategic/ Governance Group:**

Membership is made up of: (List the agencies or the kind of sectors that need to be represented and the number of persons from each)

Each agency will nominate a (senior) person to be involved in the Collective.

These Terms of Reference will be signed off by the Foundation Member Organisations.

We will regularly strategically consider how our Governance Group is representative and identity who might need to be additionally invited.

**ADDITIONAL if needed:** We have the right to appoint up to three additional members from outside the member organisations.

**OR Advisors to the Governance Group:** The governance group has the right to create up to three ‘advisory’ positions. (For example: food retail, food production, food rescue, academic, government, Kaupapa Māori, age group cohorts).

**Role of the Governance Group members:**

Each member will be able to speak and make decisions on behalf of their organisation, or defer to their organisation for a decision when appropriate.

Each member will be able to interact with the coordinator of the (name) Collective outside of governance meetings, except around direct employment issues.

*Additional responsibilities and accountabilities of organisational membership are attached.*

**Collective Impact Model:** It is intended that (Name of collective) will operate within the understanding of a Collective Impact Model. We recognise as a governance group that we are learning how to be a collective and commit to working on our collective frame, values and behaviour as part of our work together.

**Role of a Backbone Organisation:** This organisation is an organisation who will provide the infrastructure to enable the collective to function such as; employment, place of employment, holder of funding, day to day support. Expenses may be paid to the backbone organisation to cover these services.

(Name of agency) is the backbone for this collective

A Memorandum of Understanding with the backbone organisation may be appropriate

**Chair:**

* Will be appointed by thegovernance group/ may be rotating.
* You may wish to appoint two chairs/ facilitators or a Chair and Deputy Chair.
* The chair is not be a representative of the backbone organisation.

**The Function of the Chair:** *see job description attached*

**Accountability of the Governance Group**:

* Purpose, goals and governance structure – To be reviewed after 12 months.

There is an intention that this collective is working towards a time when this work will be completed – that this community will be food secure, therefore there is an expectation that in the future this group will no longer have a purpose.

* The governance group is accountable for ensuring ongoing funding provision is made for its common aspiration / agreed workplan. The (kaimahi or backbone agency or other), along with members of the governance group, will ensure the necessary accountabilities are carried out for each funding agency.

**Financials:**

* (Name of agency) will be the fund holder for the (Name Food Secure Collective) Budget
* Financial audit will happen through backbone organisation
* An Ad hoc sub-committee will be formed annually to set the wages.
* Expenditure against income to be approved annually.
* Expenditure is to be presented to the strategic / governance group at least four times a year.
* (Name of person & their role and organisation) is authorised to approve invoices and payments within the budgeted amounts and any additional expenditure up to $5, 000 as long it can be reconciled within the budget. It would be appropriate to inform the chair/ facilitator of this expenditure.
* There will be an MOU between backbone organisation & the collective signed by the EO of the backbone organisation and the chair of the collective
* Any amounts needing to be reimbursed will be recorded on receipts and given to the accounts officer of the backbone organisation and follow the backbone organisations financial processes for approval.

**Responsibilities** **of the Governance Group:**

* Set strategic priorities and work programme for the collective
* Provide oversight of the kaimahi
* To develop effective working relationships with key organisations and stakeholders
* Support the (name) collective team to deliver their workplan through support from our member agencies
* Identify and make recommendations on funding requirements associated with the Collective
* To ensure the Collective meets their funding agreement requirements and when necessary represent the collective to the funders.
* To actively partner with key funders to mutually support the Collectives kaupapa and goals.
* To communicate effectively with stakeholders and wider network of the Collective

**Quorum for decision making**:

* 60 – 75% of members represent a quorum.
* Decisions to be made by consensus unless unable to.
* Decisions can also be made via email.
* Decisions may need to be passed back to the member organisations’ before being made final

**Meetings**:

* A minimum of six meetings per year.
* Some in person and some remotely via zoom or other appropriate technology as agreed by the governance group.

**Agenda:** Agenda items are sought two weeks preceding each meeting. The agenda is circulated one week prior to the meeting including all briefing/background papers to be discussed. If a decision is required a recommendation will be clearly stated at the end of the paper.

**Reporting:** The Kaimahi will provide a report a week prior to the meeting.

**Minutes:** Minutes are to be circulated to members within ten working days of the meeting via email for confirmation. They will include a list of key decision made and actions required.

**Conflicts of Interest** Members are expected to declare conflicts of interest should they arise. A ‘Register of Conflicts of Interest’ will be maintained. Any conflicts will be dealt with on a case by-case basis.

Ratified by:

List of organisations and date ratified.

**(Name) Collective**

**Governance / Steering Group Membership Agreement**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(Name of organisation member)*

Agrees to be an organisations member of Kore Hiakai Zero Hunger Governance Group

Our organisation agrees:

* **To support the *(name) Collective*** **goal**:

*To have a food Secure (location)*

*We are a Collective focused on creating a food secure (location) through sustainable, structural mana enhancing solutions so that all might have access to affordable, nutritious, sustainable, culturally appropriate food.*

* **That the (name) Collective goal** **is an integral part of their ongoing strategic way forward including:**
	+ Exploring with our organizational leadership aware of how this kaupapa intersects with our organisations wider focus
	+ Our organisations communications team being aware and ensuring compatibility with (name) Collective communications.
	+ Supporting the communications and media strategy that is developed in consultation with our organisation.
* **To provide strategic guidance, vision, and oversight for the *(name) collective*, including:**
	+ Developing and refining the agreed high leverage activities
	+ Using data to inform our collective strategy, development and learning
	+ Tracking progress of our common aspiration using agreed-upon indicators
	+ Making connections between the aspects of agreed vision and activities with our organisations vision and activities
	+ Interacting with the (name) collective on strategy, community engagement, and shared measurement
* **Provide leadership by:**
	+ Considering how our organization or those in our network can align to the common aspiration and activities
	+ Serving as a Champion of the (name) Collective and seeking out others who can also be Champions
* **Play an active role** **by:**
	+ Our organisation mandating our person to make decisions on our behalf, or to seek guidance and approval from our organisation in a timely way.
	+ Participating in-person at the regularly scheduled meetings
	+ Reviewing pre-read materials prior to meetings and coming prepared for engaged discussion, active listening, and respectful dialogue
	+ Committing to two-year membership of the strategic / governance group

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_

CEO / organisational leadership: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**(Name) Collective**

**Strategic / Governance Group role of a Chairperson/ Facilitator of the Collective**

1. **To provide leadership to the Governance Group, to the wider (name) Collective and anyone who may be employed by this group.**
2. **To ensure the Governance Group functions properly:**

The Chairperson is responsible for making sure that each meeting is planned effectively, conducted according to the guidelines that are established and that matters are dealt with in an orderly, efficient manner. This will include reviewing the Committee's performance.

1. **To ensure the wider (name) collective is governed effectively.**

The Chairperson must co-ordinate the Committee to ensure that appropriate policies and procedures are in place for the effective management of the collective.

1. **To provide support and supervision to the Kaimahi of (name) Collective.**

The Chairperson will often be the direct line manager for the Kaimahi. This may include clarifying financial decisions and approving new ventures.

1. **To liase with the backbone organisation to ensure a Memorandum of Understanding is in place for finances and employment.**

**Register of Members of (name) Collective (date)**

**Organisation Members & their Appointees**

Organisation Person

**Backbone organisation:**

**Chair / Co-Chair of Strategic / Governance Group**

**Register of potential conflicts of interest**

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Member organisation | Potential conflict | Date updated |
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