

The cover features a complex geometric design. At the top left, a red triangle points downwards. The top right is a teal rectangle containing the title. Below this, a large white triangle points downwards, with a purple triangle on its left side and a pink triangle on its right side. The bottom of the white triangle is a teal rectangle. At the very bottom, a red horizontal bar contains the date.

# Metropolitan Partnerships

Terms of Reference

May 2017

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# Overview

1. The Victorian Government is establishing partnerships across metropolitan and regional Victoria to enable communities to have a greater say about the issues that matter to them and ensure their needs are heard by government. This new governance model for Victoria is a strong expression of the Government's public sector reform ambition, and seeks to better link government with Victorians.
2. Metropolitan Partnerships are being established for the inner metro, the inner south-east, western, northern, eastern and southern regions within Melbourne (see Figure 1).
3. The Partnerships are being created, because the Victorian Government recognises that communities are better placed to identify and shape responses to their own needs. The work of the partnerships will enable government to respond in a more coordinated and targeted manner to deliver better outcomes for communities across Victoria.
4. The Partnerships will bring together and facilitate stronger collaboration between communities, industry, businesses and all levels of government to identify and address the most important challenges and opportunities in each region. These partnerships will help make our suburbs healthier, more resilient and thriving places to live and work.
5. The Partnerships will work with their communities to identify opportunities for driving improved social, economic and environmental outcomes and advise the government on actions that can make a real difference to the liveability and prosperity of their metropolitan region.
6. The Partnerships will also identify and develop local responses to issues outside the State Budget process that utilise available local resources and networks.
7. This new governance model is a direct result of a number of recommendations made from the Regional Economic Development and Services Review. The Metropolitan Partnerships will replace the existing metropolitan Regional Management Forums (RMFs), building on the established strengths of the RMFs.

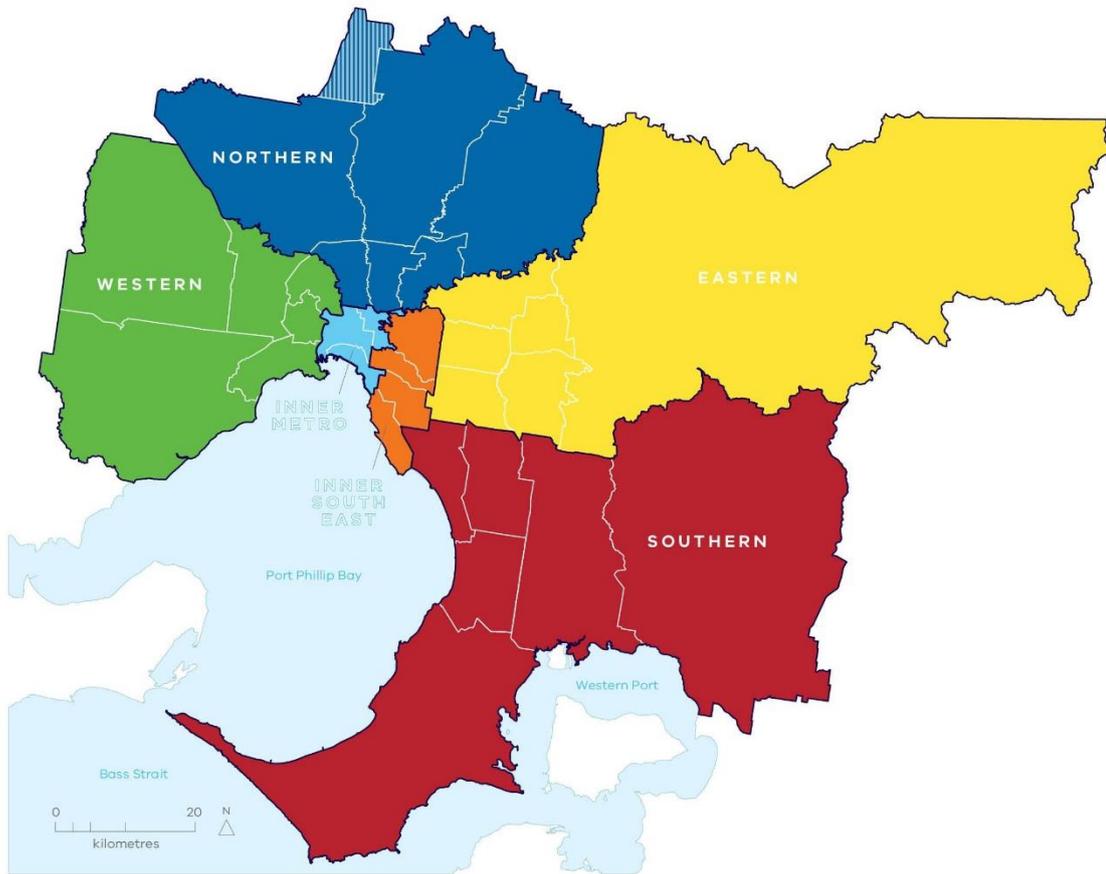
## Establishment

8. The Minister for Suburban Development and the Special Minister of State establish six unincorporated non-statutory advisory boards by these terms of reference to be known as the:
  - a. Inner Metro Metropolitan Partnership
  - b. Inner South-east Metropolitan Partnership
  - c. Western Metropolitan Partnership
  - d. Northern Metropolitan Partnership
  - e. Eastern Metropolitan Partnership
  - f. Southern Metropolitan Partnership.
9. The Minister for Suburban Development and the Special Minister of State are responsible for appointing members to the Metropolitan Partnerships.
10. The Minister for Suburban Development, supported by the Department of Environment, Land, Water and Planning (DELWP), will be responsible for implementation of the Metropolitan Partnerships, and their ongoing operation and day-to-day administration.

## Membership

11. Each Metropolitan Partnership will comprise:
  - a. up to eight business and community sector leaders (subject to the needs of the region)
  - b. the Chief Executive Officer (CEO) of each local government authority located within the Metropolitan Partnership region
  - c. one Deputy Secretary representative of the Victorian Government
  - d. one Commonwealth Government representative.

Figure 1 - Metropolitan Partnership regions



Melbourne Metropolitan Regions

- Local Government Area boundary
- Metropolitan Region boundaries
- Part of Mitchell Shire

Metropolitan Partnership regions

- Inner metro  
Melbourne, Yarra, Port Phillip
- Inner south/east  
Boroondara, Stonnington, Glen Eira, Bayside
- Western  
Wyndham, Melton, Brimbank, Moonee Valley, Maribyrnong, Hobsons Bay
- Northern\*  
Hume, Whittlesea, Nillumbik, Moreland, Darebin, Banyule
- Eastern  
Yarra Ranges, Manningham, Maroondah, Knox, Whitehorse, Monash
- Southern  
Kingston, Greater Dandenong, Cardinia, Casey, Frankston, Mornington Peninsula

\* The CEO of Mitchell Shire will also participate as a member of the Northern Metropolitan Partnership as extensive areas of the Shire fall within the urban growth boundary and therefore within the Northern Metropolitan Region for planning purposes.

# Role and Functions of the Partnerships

12. The Metropolitan Partnerships are to provide strategic advice to the Ministers on government policy, service delivery and budget priorities across social, economic and environmental issues.
13. Each Partnership is accountable to the Minister for Suburban Development and the Special Minister of State for the performance of its functions.
14. The Metropolitan Partnerships will:
  - a. oversee development of priorities for the region in the context of longer term strategic plans, collaborating with existing local and regional leadership groups and engaging with communities
  - b. direct or participate in working groups to drive local action on regional priorities across economic, social and environmental issues
  - c. provide advice to the Victorian Government on priority issues and opportunities within the region
  - d. encourage partnerships, networks and relationship building across sectors, communities, and other partnerships for the betterment of the region
  - e. monitor and report on the prosperity, wellbeing and sustainability of the region.
15. In order to fulfil these functions, the Partnerships will undertake a broad range of planning and community engagement activities each year culminating in an annual assembly held within each Metropolitan Region in August/September.
16. These annual assemblies will be used by the Partnerships to test, refine and finalise their annual advice to government. Each Metropolitan Partnership will then, in September/October, deliver their annual report to the Minister for Suburban Development.
17. The Minister for Suburban Development will use those annual reports from the Metropolitan Partnerships to brief government on the priorities for the six metropolitan regions.
18. The Minister for Suburban Development will then work with portfolio Ministers to respond to this advice as part of the annual State Budget process. The Minister will also brief metropolitan local governments and the Commonwealth on Partnership priorities – as well as supporting efforts to coordinate local planning and investment.

# Member Responsibilities

## Member Responsibilities

19. All members of the Metropolitan Partnerships will:
- a. work and collaborate for the betterment of the whole region as their first priority noting that members are free to represent the views of their organisations or networks
  - b. approach issues strategically and holistically across social, environmental and economic issues to provide advice and expertise to the Victorian Government and to achieve progress against their region's priorities
  - c. act in a manner that supports diversity and inclusion in accordance with DELWP's *Diversity and Inclusion Strategy*
  - d. act in accordance with the Victorian Public Service Code of Conduct
  - e. work collegiately and purposefully within the Metropolitan Partnership to reach consensus
  - f. comply with the provisions of the *Public Administration Act 2004 (PAA)* as outlined in the policies and procedures section of these terms of reference.

## Chief Executive Officers

20. In addition to their responsibilities as members, the local government CEOs will:
- a. act as the conduit between the council and the Metropolitan Partnerships and ensure that their council, including the elected members of their council are briefed on the work of the Metropolitan Partnerships
  - b. facilitate ongoing dialogue and joint action between local government networks and the Metropolitan Partnerships to progress a common set of regional priorities
  - c. coordinate advice and support from council executives and other local government leaders as needed
  - d. consolidate and represent the views of their council on issues and projects of interest to the Metropolitan Partnerships.

## Deputy Secretary Representatives

21. In addition to their responsibilities as members, the Victorian Government Deputy Secretary representatives will:
- a. act as the conduit between the Metropolitan Partnerships and Victorian Government departments and agencies
  - b. provide consolidated whole-of-government advice in meetings on behalf of the Victorian Government to facilitate the ongoing dialogue between government and the Metropolitan Partnerships
  - c. coordinate advice and support from Victorian Government executives, directors and other Victorian Government leaders as needed
  - d. identify pathways for responding to the regional priorities within the Victoria Government
  - e. build capability across the Victorian Government in place-based approaches to policy development and service delivery
  - f. be responsible for reporting back to the Victorian Secretaries Board (VSB) as a delegate of VSB.

## Commonwealth Government Representative

22. In addition to their responsibilities as members, the Commonwealth Government representatives will:
- a. liaise with the Regional Development Australia committees
  - b. act as the conduit between the Metropolitan Partnerships and Commonwealth departments and agencies.

## Chairperson and Deputy Chairperson positions

23. Each Metropolitan Partnership will have a Chairperson and Deputy Chairperson.
24. A Chairperson will be appointed to the role from the appointed business and community members by the Special Minister of State and the Minister for Suburban Development.
25. The Chairperson will have the following additional duties:
  - a. support the outcomes of the Metropolitan Partnerships by ensuring highly engaged members and in-depth participatory processes
  - b. maintain strong relationships with local leaders and stakeholders across the community
  - c. identify opportunities to improve local integration and coordination across social, environmental and economic portfolios
  - d. contribute to the preparations for Metropolitan Partnership meetings and manage subsequent implementation of agreed actions
  - e. present to the Victorian Government on priorities identified by the Metropolitan Partnerships
  - f. liaise with the Victorian Government member on whole-of-government coordination and action upon agreed priorities
  - g. act as the spokesperson for the Metropolitan Partnerships, including attending meetings and other events as required
  - h. undertake cross border engagement and coordinate action with Regional Partnerships and other Metropolitan Partnerships where necessary.
26. A Deputy Chairperson will be appointed to the role from the appointed business and community members by the Special Minister of State and the Minister for Suburban Development
27. The role of the Deputy Chairperson is to:
  - a. support the Chairperson in fulfilling their duties and facilitating the effective operation of the Metropolitan Partnerships
  - b. assume the duties of the Chairperson, as defined above, when the Chairperson is not available
  - c. undertake elements of the Chairperson role, as and when delegated by the Chairperson.

# Operations

## Meeting Schedule

28. Meeting frequency and timing will be decided by each Metropolitan Partnership, subject to the minimum requirement to meet four times per year.
29. In addition to meetings, Metropolitan Partnerships will hold an annual assembly with stakeholders.
30. Chairpersons will meet with the Minister for Suburban Development at least once a year.
31. Subject to these terms of reference, the Metropolitan Partnerships may regulate their own meeting procedures.

## Attendance

32. Members of Metropolitan Partnerships are expected to attend at least 75 per cent of scheduled meetings.
33. Members will be expected to attend and facilitate conversation with participants at annual assemblies.

## Conduct of meetings

34. The Chairperson will lead meetings of Metropolitan Partnerships.
35. Members cannot delegate their attendance at a Metropolitan Partnership meeting.
36. The quorum of a meeting consists of a majority of the members presently appointed to the Partnership.
37. A decision of the Metropolitan Partnership should be reached by consensus. In the absence of unanimous agreement, a decision should be made on the basis of the majority of members presently appointed and eligible to vote.
38. Each member of the Metropolitan Partnerships will have one vote. In the event of an even number of voters, the Chairperson will have a casting vote as well as a deliberative vote.

## Observers and presenters

39. A person who is not a member of the Metropolitan Partnership, such as a presenter or an observer ('Observer'), may attend all or part of a Partnership meeting at the request of the Chairperson. For the purposes of collaboration on cross border issues, an Observer may include a member from another Metropolitan Partnership.
40. An Observer may, at the invitation of the Chairperson, make a presentation to the Metropolitan Partnership or participate in discussions in a Partnership meeting but is not entitled to vote and is required to step out of a meeting on the Chairperson's request.
41. If an observer is not a public-sector employee, they will be asked to:
  - a. ensure that any information that they receive at a meeting is kept confidential, and
  - b. return copies of any confidential documents provided to them at the end of the meeting.

## Secretariat

42. Program and administrative support to the Metropolitan Partnerships will be provided by DELWP, including:
  - a. day-to-day liaison for the Partnership through the Office for Suburban Development
  - b. a dedicated VPS staff member/s whose primary responsibility will be to the Chairpersons of each Metropolitan Partnership. The staff member/s will carry out all necessary administrative tasks, such as organise meetings, prepare agendas and take minutes, and support the development of the work program and/or strategic plan for the Partnerships.
43. The Secretariat will disseminate information and papers to members in an efficient and effective manner.

44. The operational costs of the Metropolitan Partnerships will be met by DELWP.

### **Supportive working group**

45. The Metropolitan Partnerships may form ad hoc working groups or work with existing metropolitan groups to develop and progress regional priorities, undertake further research, or provide specialist advice on priority issues.
46. Working groups will be expected to operate according to the same principles as Metropolitan Partnerships, such as working transparently and in open consultation with communities, business and other organisations.
47. Members of the Metropolitan Partnerships should comply with these terms of reference if and when they are on a working group. Non-Metropolitan Partnership members would be expected to comply with similar terms when on a working group.

# Terms of Appointment

Appointment method	Termination method	Appointment term
<b>Business and community member</b>		
<p>Public recruitment process.</p> <p>Jointly appointed by the Minister for Suburban Development and the Special Minister of State through an instrument of appointment.</p> <p>A public recruitment process will be conducted every four years.</p> <p>Where a vacancy in membership occurs, a public recruitment process will be undertaken to fill the vacancy.</p>	<p>Resignations are to be in writing to the Special Minister of State and the Minister for Suburban Development.</p> <p>The Special Minister of State and the Minister for Suburban Development may terminate a member's appointment if, in the Ministers' view, the member is incapable of performing his/her role, and/or is in breach of these terms of reference.</p>	<p>Up to four years.</p> <p>The maximum appointment term is two full terms (or eight years).</p>
<b>CEO</b>		
<p>Ex officio appointment.</p> <p>If a CEO vacates their position at the council, the acting or interim CEO would assume the membership until the CEO position is permanently filled.</p>	<p>The Special Minister of State and the Minister for Suburban Development may terminate a member's appointment if the member in the Ministers' view is incapable of performing his/her role, and/or is in breach of these terms of reference.</p> <p>If a person ceases to be the local government CEO, then their appointment as a Member of the Partnership will automatically terminate.</p>	<p>Local government CEOs have automatic membership on Metropolitan Partnerships for the life of the Partnership.</p>
<b>Victorian Government representative</b>		
<p>Delegate of the VSB following a whole of government recruitment process</p> <p>A recruitment process will be conducted every four years.</p> <p>In the event a Deputy Secretary resigns from the VPS within 12 months of a recruitment process, VSB will consider a replacement from existing applications. A new recruitment process will be conducted if a Deputy Secretary resigns outside the 12-month period.</p>	<p>Resignations are to be in writing to the Secretary, DPC in their capacity as Chairperson of the VSB.</p> <p>The VSB may terminate a Deputy Secretary's appointment if they leave the VPS, or if the member, in the view of VSB, is incapable of performing his/her role, and/or is in breach of these terms of reference.</p>	<p>Up to four years.</p> <p>The maximum appointment term is two full terms (or eight years).</p>
<b>Commonwealth representative</b>		
<p>Delegate of the relevant RDA committee or an appropriate Commonwealth Government agency.</p> <p>Where a vacancy in membership occurs, the Minister for Suburban Development and the Special Minister of State will invite nominations from the RDA committee or the equivalent Commonwealth Government agency to fill the vacancy.</p>	<p>Resignations are to be in writing to the Special Minister of State and the Minister for Suburban Development</p> <p>The Special Minister of State and the Minister for Suburban Development may terminate a member's appointment if the member in the Ministers' view is incapable of performing his/her role, and/or is in breach of these terms of reference.</p>	<p>Up to four years.</p> <p>The maximum appointment term is two full terms (or eight years).</p>

# Policies and Procedures

## Governance

48. Metropolitan Partnerships are classified as a Group B, Band 1 organisation under Schedule B of the Victorian Government's Appointment and Remuneration Guidelines (1 July 2016). The guidelines are available at <http://www.dpc.vic.gov.au/index.php/policies/governance/appointment-and-remuneration-guidelines>.
49. Each Metropolitan Partnership is declared to be a public entity that is an advisory entity for the purposes of the PAA.
50. Members of Metropolitan Partnerships must comply with the PAA. Section 81(1) of the PAA requires the board of a public entity to have a number of policies, as outlined below.
51. The Secretary of DELWP may from time-to-time issue or update model policies and governance guidance applicable to the Metropolitan Partnerships. The Metropolitan Partnerships should have policies, processes, and procedures in place that are consistent with those issued by the Secretary.

## Conflict of Interest

52. A conflict of interest is where a member has private interests that could improperly influence, or be seen to influence, their actions or decisions in the performance of their public duties.
53. Conflicts of interest can be real, perceived or potential conflicts between the personal or business interests of a member and that member's duty to act in the public interest (the best interests of the Metropolitan Partnership).
54. The members of the Metropolitan Partnerships must comply with the *Metropolitan Partnership Policy - conflict of interest*. This policy explains conflicts of interests and sets out the procedures that must be followed in relation to the declaration and management of conflicts of interest, including the declaration and management of conflicts that relate to an item on a meeting agenda and the maintenance of a conflict of interest register. It is consistent with the model policy provided by DELWP on this topic.

## Acceptance of Gifts and Hospitality Policy

55. Metropolitan Partnership members must comply with the following gifts, benefits and hospitality:
  - a. Metropolitan Partnership policy - responding to gift offers
  - b. Metropolitan Partnership policy - providing gifts.
56. These policies incorporate the Minimum accountabilities for managing gifts, benefits and hospitality issued by the Victorian Public Sector Commission (VPSC) and other governance obligations and good practice. They are consistent with the model policies provided by DELWP on these topics.
57. Metropolitan Partnership members must only accept or make gift offers in accordance with these policies, for example: they must never solicit gifts for themselves or anyone else; must refuse and report any attempt to bribe them; must refuse prohibited gifts (e.g. money or similar, gifts that are a conflict of interest, inconsistent with community expectations, bring integrity into disrepute, etc.); and must declare gift offers in accordance with the policy.

## Dispute Resolution

58. Metropolitan Partnership members must comply with the *Metropolitan Partnership policy - dispute resolution*. This policy sets out the procedure which a Partnership should follow for resolving disputes between members. It is consistent with the model policy provided by DELWP on this topic.
59. Metropolitan Partnership members have a duty to work together collaboratively. Members must treat one another, and staff, with respect and courtesy. In the event of a dispute arising between members, the Metropolitan Partnerships will follow the procedures set out in its policy on dispute resolution.

## Code of Conduct

60. Metropolitan Partnership members must comply with the *Victorian Government Public Sector Code of Conduct for Directors of Victorian Public Entities*. (<http://vpsc.vic.gov.au/directors-code-of-conduct/>) and

the public-sector values in section 7 of the *PAA*, upon which it is based: responsiveness, integrity, impartiality, accountability, respect, leadership, and human rights.

61. The code sets the standards of behaviour expected of members from the date of their appointment. Failure to behave in accordance with this code may lead to termination of a member from the Metropolitan Partnerships.

### **Confidentiality and proper use of information**

62. The requirements of sections 79(2) and (3) and section 81(1)(c) of the *PAA* regarding confidentiality and proper use of information applies to members of Metropolitan Partnerships. The Minister/s may authorise the Metropolitan Partnership to release specified information to third parties.
63. On the termination or expiry of a member's appointment, the member must return all documents relating to the Metropolitan Partnership to the Chairperson.
64. Members continue to be bound by these confidentiality requirements after the termination or expiry of their term.

### **Freedom of Information**

65. Members should be aware that all documents relating to the Metropolitan Partnerships (for example meeting papers, correspondence, expense claims) are public records that will be placed on file by DELWP and are subject to the application of the *Freedom of Information Act 1982*.
66. Members should be aware that electronic documents and social media messages could be the subject to the *Freedom of Information Act 1982*.

### **Intellectual Property**

67. The rights to Intellectual Property created by the members of the Partnership in the course of their duties on the Partnership, including any reports required under these terms of reference, is the property of the State of Victoria. However, the Minister on behalf of the State grants the Partnership a licence to use this property as authorised under these terms of reference. In this clause, Intellectual property includes legal rights that protect the results of creative efforts including copyright, proprietary rights in relation to inventions (including patents), registered and unregistered trademarks, confidential information (including trade secrets and know how), registered designs, circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields, but does not include moral rights.

### **Media and Public Comment**

68. Metropolitan Partnership members are required to adhere to the *Metropolitan Partnerships Media and Public Comment Policy*.
69. In most cases, the Chairperson of each Metropolitan Partnership is the nominated spokesperson and will undertake proactive media activities and respond to media enquiries.
70. Members are encouraged to share general information and broad topics of discussion in relation to Metropolitan Partnership activities through social media and regional forums and events, subject to the *Metropolitan Partnerships Media and Public Comment Policy*.

### **Remuneration and reimbursement of expenses**

71. Members of the Metropolitan Partnerships are not remunerated, but will be eligible for reimbursement of personal and travel expenses related to their work on a Metropolitan Partnership at the rates and on the terms, that apply to employees of DELWP.

### **Induction**

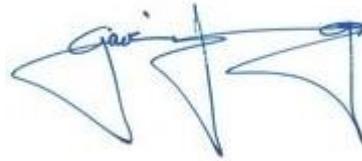
72. All members of the Metropolitan Partnerships will participate in an induction program and be provided with an induction kit by DELWP.

## Amendments and Revocation

73. The Minister for Suburban Development and the Special Minister of State may amend these terms of reference in writing at any time.
74. The Metropolitan Partnerships may make a request to the Minister/s to amend these terms of reference. This request can be made in writing by the Chairperson following a decision at a Metropolitan Partnership meeting.
75. The Minister for Suburban Development and the Special Minister of State may revoke these terms of reference at any time and upon revocation of these terms of reference the Metropolitan Partnerships ceases to exist.



The Hon Lily D'Ambrosio MP  
Minister for Suburban Development



Gavin Jennings MLC  
Special Minister of State



