

## Terms of Reference – Response Governance (Response Governance Board)

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### 1. Application

This information should be read in conjunction with the Governance section of CIMS (2nd edition, Governance p. 27). It has been developed to meet Governance needs common across responses led by the Ministry for Primary Industries (MPI)<sup>1</sup>.

### 2. Context

The Response Governance Board has the ultimate responsibility for the response, but delegates authority and operational control to a Controller. The use of the word *strategic* in this document describes the oversight required to protect organisational strategy and government priorities within the context of the response.

### 3. Response Governance Responsibilities

The Response Governance Board is accountable for the strategic direction of the response, setting strategic response objectives and outcomes, as well as ensuring these remain appropriate. Specific responsibilities include:

- Providing the response with directives that;
  - set over-arching response objectives,
  - detail the resources available to the response,
  - set any constraints<sup>2</sup> on the response,
- ensuring the response has appropriate resources throughout,
- endorsing the incident action plan (which sets out the plan for implementing the strategic decisions and guides all subsequent response activities),
- endorsing the declaration, extension, or ending of the response,
- providing a 'spokesperson' (if not performed by the Controller),
- liaising with other levels of governance outside of the response,
- cooperate with other relevant Response Governance Boards where these exist,
- endorsing any special funding arrangements

### 4. Membership

Response Governance Board members must have the delegated authority to make strategic decisions and commitments that can be met by the organisations they represent.

a. The Response Governance Board Membership shall include, as a minimum:

- Chair – An MPI representative will chair the Response Governance Board

The Response Governance Board Membership may also include:

- Leaders with organisational accountabilities relating to the scale and type of response

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<sup>1</sup> *Lead agency* as defined in CIMS (2nd edition, Glossary p. 65). Note a response led by MPI may include joint decision making with potentially affected industries.

<sup>2</sup> *Constraints* are restrictions that the response has to work within, such as financial, time-bound or organisational limitations.

- b. The Response Governance Board Chair will:
  - Confirm the Board membership for the particular response; and
  - Ensure the size of the Board is sufficient to provide expertise and authority without becoming too large to function efficiently or effectively
  - Determine the attendance of other participants.

## 5. *Decision Making*

- Only Response Governance Board Members have the authority to make decisions
- The Response Governance Board makes decisions by consensus
- Non-decision making participants may be invited at the discretion of the Chair. (The Controller reports to the Response Governance Board, but is not a decision-maker.)
- A quorum shall be at least half the total membership, one of whom must be the Chair
- Response Governance Board Members and non-decision making participants are entitled to provide alternates, at the discretion of the Chair.

## 6. *Code of Ethics*

The Response Governance Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority.

### **Response Governance Board Members will:**

- a. Act honestly, with integrity and in good faith at all times in the best interests of the response as a whole.
- b. Declare all conflicts of interests (personal and organisational) at the beginning of the response and on an on-going basis that could potentially compromise the delivery of response objectives and outcomes.
- c. Exercise diligence and care in fulfilling the role of being a member of the Response Governance Board.
- d. Maintain sufficient knowledge of relevant areas to make informed strategic decisions.
- e. Attend Response Governance Board meetings and devote sufficient time to preparation for meetings to allow for full and appropriate participation in the decision making process.
- f. Not disclose to any other person confidential information other than as agreed by the Response Governance Board or as required under law.
- g. Abide by Response Governance Board decisions.
- h. Not to make, comment, issue, authorise, offer or endorse any public criticism or statement having or designed to have an effect prejudicial to the best interests of the Response Governance Board.
- i. Make every reasonable effort to ensure that the response does not raise community, supplier or stakeholder expectations that cannot be fulfilled.
- j. Carry out meetings in such a manner as to ensure fair and full participation of all Response Governance Board Members.

*Note: This version was updated in March 2016 to align with CIMS and MPI's Single Scalable Response Model (SSRM)*