Terms of Reference
of the
National Aged Care Alliance

Endorsed by Alliance members

3 August 2022

Updated November 2022

Version Control

Date Endorsed	Version	Summary of Changes	Responsibility
July 2022	1.0	• New Terms of Reference of the National Aged Care Alliance following 18 months of discussion	Alliance Membership
August 2022	1.1	• First Nations Acknowledgement added	
October 2022	1.2	• ASU removed from list of members	
November 2022	1.3	• Dental Hygienists Australia and The Pharmacy Guild of Australia removed	
		• Australian Psychological Society removed	
March 2023	1.4	• Continence Foundation and Aged Care Industry Association added. United Workers Union removed	
July 2023	1.5		

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First Nations Acknowledgement

The National Aged Care Alliance (the Alliance) acknowledges " Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent Islands". (Uluru Statement from the Heart). Accordingly the Alliance has placed high strategic priority on advocating for culturally appropriate pathways for access to and participation in the aged care system for first nations Elders. Consequently all of the Alliance's deliberations, processes and advocacy will incorporate this commitment.

Introduction

The Alliance provides a united voice to drive and refine government strategies for the reform of aged care and interconnecting systems, to the benefit of all people in Australia. Since 2000, the Alliance has focused on providing independent advocacy, position papers and policy designed to inform the future directions of aged care. Where relevant, the Alliance also considers the intersection between aged care and other systems such as disability and health. Information about the Alliance's foundations, history and impact can be found on our website.

These Terms of Reference and accompanying documents guide the Alliance and ensure the independence of Membership, and impact and influence of our voice in decision making by governments and other stakeholders.

Why we exist

The Alliance exists to advocate for older and ageing people[1] to be at the centre of an aged care system that delivers high quality services , and a needs-based approach that ensures equitable outcomes and access to services and supports, whilst embracing the diverse characteristics and life experiences of people who need aged care services now and/or in the future, including their family/friend carers. The Alliance champions a human rights-based approach to aged care.

We proactively influence and shape ongoing reform of the aged care and interconnecting systems, such as health, housing and disability that support older and ageing people.

Who we are

The Alliance is a unique and independent group of over 50 organisations. It is made up of peak national bodies who work within the aged care system. The Alliance's Membership collaborates within and across four key aged care constituencies: consumers, aged care providers, unions, and health professionals.

A list of all Members is available at Attachment C.

What we do

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[1] The term 'older and ageing people' is intended to be inclusive of all people who need to receive aged care services today or may need to receive aged care services into the future. This term is intended to be read as inclusive of the older or ageing person themselves, regardless of age, as well as their family and friend carers.

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The Alliance works to create a positive future for older and ageing people in Australia by developing robust and evidence informed independent advice, advocacy and policy positions, and innovative proposals and designs for future reform initiatives.

The Alliance uses its collective voice and expertise to engage with each other as sector representatives and influence governments and their departments, political representatives, researchers and other experts, along with the broader aged care sector, including policy and practice outcomes.

The Alliance identifies issues of common interest to its four constituencies and works towards consensus-based positions of agreement on these issues.

The Alliance works from a united policy agenda based on evidence informed, sustainable approaches that place older and ageing people at the centre of care.

We work on a philosophy based on the principles of impact, collaboration, consensus, independence and transparency, fairness and equity, with solidarity in advocacy for shared Alliance positions.

Principles

Members of the Alliance commit to the following principles:

- **Impact** – influencing and achieving positive outcomes for the future of older and ageing people,
- **Collaboration** – working together with shared responsibility for the development of solutions and decision-making,
- **Consensus** – Members strive to develop consensus-based positions, while recording and embracing the diversity of Member views in specific and agreed circumstances,
- **Independence and transparency** – maintaining independence including from government and political parties, whilst interests are declared and managed,
- **Fairness and equity** – implementing a philosophy of inclusiveness and recognition of diverse views and experiences, and
- **Solidarity** – maintaining and advocating for agreed positions.

Our approach

The Alliance provides compelling thought leadership supported by proactive, strategic action with a focus on long term outcomes. The Alliance upholds the importance of developing and promoting a robust evidence base, to inform innovation, policy and research.

The Alliance uses a Consensus decision-making approach, which provides a single, united voice to the many issues addressed by the Alliance, while recognising and embracing the diversity of perspectives of its Members. (See Attachment E – Operations Manual– Section 6).

The Alliance prioritises areas where achieving ambitious goals leads to positive outcomes for older and ageing people now and into the future. The Alliance is agile and responsive, to ensure it influences policy and practice.

The Alliance brings together peak organisations of all sizes representing the breadth of the aged care sector. It is a condition of Membership that Members abide by the Alliance Terms of Reference which includes the Code of Conduct, Consensus approach and the Chatham House Rule and Confidentiality conditions.

Consensus

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The Alliance's Consensus decision-making model provides the framework that allows the Alliance to speak with a united voice on the many issues identified, while recognising and embracing the diversity of perspectives of its Members. The model provides the flexibility to acknowledge a divergence of views within strong, agreed positions. Special provision is made to ensure that the lived experience and diverse characteristics of older and ageing people are represented in the Consensus model. Full details of the Alliance Consensus decision-making model are in Attachment E – Operations Manual – Section 6.

Chatham House Rule and Confidentiality

All meetings of the Alliance operate under the Chatham House Rule:

> *"When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed."*
> (https://www.chathamhouse.org/about-us/chatham-house-rule)

The use of the Chatham House Rule in the Alliance context refers to any speaker or participant who attends the Alliance meetings, be it the member organisation's name, an individual representative, a guest presenter from Government or other observers.

When information presented to the Alliance can be shared publicly or may be attributable to an individual or their organisation, this information will be clearly identified. Similarly, information and documents that are to remain confidential and not referenced under even the Chatham House Rule, will also be clearly identified. Confidential information includes any document or information marked as confidential, as well as any information received or developed in the course of participation in the Alliance which is not publicly available and relates to deliberations and operations of the Alliance.

Members agree not to use the confidential information for any purpose other than for the benefit of the Alliance and its work and agree not to appropriate, copy, memorise, or in any way reproduce any of the confidential information. Members also commit to maintain privacy and security of all documents and information where specified in meeting papers, document development and meeting presentations.

Members are not obligated to maintain confidence regarding any portion of the confidential information that is generally known or available by publication, commercial use or otherwise or is already known by them at the time of disclosure.

Where documents and information are provided to the Alliance by external organisations on the basis of confidentiality, such documents and information are to be accessed only by Member organisations' identified representatives or official alternates, unless the material is specifically identified as available for internal consultation (within Member organisations including their membership and representative structures but not beyond).

Summary of document classifications:

- **Public** – Attributable and may be shared widely
- **Confidential (internal consultation permitted)** – May be shared within the member organisation and their membership/representative structures
- **Confidential** – May only be shared with the representatives of the Member who attend the Alliance or their official alternates.

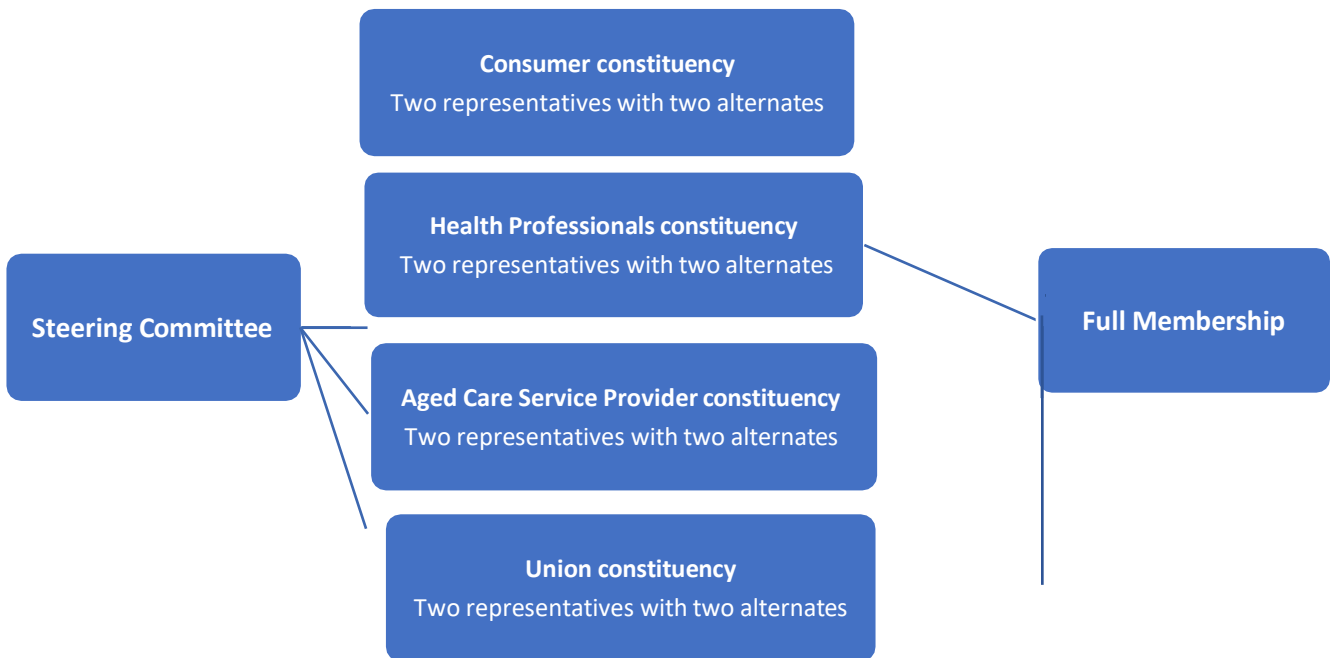| Effective Date	Last Review Date	Version	Owner	Next Review Date
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- **Chatham House** – All documents without markings or marked as Chatham House may not be circulated but its contents may be reproduced and referenced in accordance with the Chatham House Rule.

Structure

The National Aged Care Alliance is Membership-led and supported by a Member-agreed Secretariat. All Members have an equal voice in discussions. The Alliance agrees that actions and decisions of the Alliance are implemented by a Steering Committee comprised of Full Members appointed as representatives of the four constituency groups.

The work of the Alliance is supported by Strategic Priority Groups and Working Groups.

Diagram 1 – Steering Committee Structure

Consumer constituency
Two representatives with two alternates

Health Professionals constituency
Two representatives with two alternates

Steering Committee

Full Membership

Aged Care Service Provider constituency
Two representatives with two alternates

Union constituency
Two representatives with two alternates

The Alliance is not a legal entity in its own right and relies on Member organisations to enter into any legal agreements where required. Contractual arrangements (including employment of staff) required for the day-to-day operation of the Alliance are entered into by the Member organisation that has undertaken to host the Secretariat. The Alliance may agree that an individual Member organisation may apply for funding that supports and is directed by the Full Membership in the Alliance's name. If successful a Memorandum of Understanding (MoU) between the Secretariat on behalf of the Alliance and the Member organisation will be developed, recognising that receipt and management of that funding will be the legal responsibility of the Member. The MoU will outline the way in which the Alliance will direct the strategic and operational direction of the project, such as through the establishment of an Alliance Working Group and through a regular reporting schedule.

A summary of the Alliance arrangements is detailed in Attachment A.

Strategic and planning approach

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The Alliance Strategic Plan will be developed and endorsed by Members on a three-year cycle and based on the identification of up to five priorities of the Alliance, each operationalised by its own Strategic Priority Group. The Plan is underpinned by annual operational plans, industry strategic objectives and budgets as relevant.

More detail about the Alliance's Strategy and Planning and Strategic Priority Groups is in theOperations Manual, Section 1 and Section 4.

Progressing Work of the National Aged Care Alliance

Quarterly Meetings of the Alliance

Regular meetings of the National Aged Care Alliance (the Alliance) are held in person or virtually four times per year in February, May, August and November. These Quarterly Meetings provide an opportunity and mechanism to inform, discuss, debate and reach consensus on matters that are of importance to Members and to older and ageing people needing care and support. Orientation sessions for new Alliance members take place as part of Quarterly Meetings.

Quarterly Meetings are conducted in accordance with the Alliance Code of Conduct (see Attachment B).

Steering Committee

The Alliance is Membership led and its agreed actions are coordinated by a Steering Committee of Member organisation representatives selected by the constituency groups. The responsibilities and actions of the Steering Committee are outlined in the Steering Committee's Terms of Reference – see Attachment E – Operations Manual – Section 3. In addition, the Membership may ask the Steering Committee to finalise specific decisions on behalf of the Membership in between meetings of the Alliance.

Chairs or representatives of Strategic Priority Groups or Working Groups may be invited to participate in a Steering Committee's particular discussion where relevant to their area of responsibility.

All Full Members are eligible to be selected to the Steering Committee.

Strategic Priority Groups

All Member organisations may join one or more Strategic Priority Group/s by nominating one person to the Secretariat at the call for nominations. Ideally, Strategic Priority Groups will seek to maintain a balanced representation with at least one individual from each of the four constituencies. Where appropriate and capacity allows, Member nominees should be one of the regular Quarterly Meeting representatives. If this is not possible, any other staff member nominated for a Strategic Priority Group will have an obligation to share intelligence with their organisation's Quarterly Meeting representative/s. This does not preclude an Alliance member from including an additional staff member with specific expertise or knowledge, if agreed by the Strategic Priority Group. Strategic Priority Groups may seek additional participants from an under-represented constituency if necessary.

Each Strategic Priority Group will, in consultation with the Steering Committee, use the Terms of Reference template in the Operations Manual (see Attachment E – Section 4) to outline its purpose, structure, Membership, tenure and decision-making for agreement by the Alliance Membership. This agreement may occur in an Alliance meeting or via an out of session circular to Members with the agreement of the Steering Committee. The Terms of Reference may include nominating Members as Chair and/or Secretariat for the Strategic Priority Group. Limited support of the Strategic Priority Groups will be provided by the Secretariat.

Once its Terms of Reference are agreed, each Strategic Priority Group will develop its own operational plan and will provide quarterly updates on its work to the Membership for noting. Strategic Priorities will be reviewed by the Alliance annually on the anniversary of its inclusion in the Strategic Plan.

Each Strategic Priority Group will update the Membership on its progress at each meeting via a brief written update that is provided with the meeting papers. Where agreed by the Steering Committee, time is allocated for Strategic Priority Group updates on Quarterly Meeting agendas. The objective of the written report is to strengthen interested parties' understanding of the progress of the Alliance's strategic priorities. The objective of a meeting session is to build collective action and consensus on strategic initiatives, by seeking support and engagement at key milestones of the Group's work.

Maintaining active relationships between the Strategic Priority Groups and the Membership, as well as the Steering Committee, is critical. Strategic Priority Groups play a key role in this model in maintaining communications with the Steering Committee and the Alliance Membership on their activities.

Working Groups

The Alliance uses Working Groups where required to execute the work of the Alliance outside the Strategic Priority Groups.

Any Member of the Alliance may propose that a particular Working Group be formed. Members may propose a Working Group in a Quarterly Meeting or may approach the Steering Committee for agreement to seek consensus via an out of session communication.

Alliance Working Groups are established for a specific purpose and approved by Alliance Members. Each Working Group established has an agreed purpose and Terms of Reference that are based on the template provided and recorded in the Alliance Minutes. See Attachment E – Operations Manual – Section 5 for more information.

Membership

The National Aged Care Alliance has two types of organisational Membership, Full and Associate.

Full Members are national organisations, regardless of legal classification, that have Members and/or supporters in every State/Territory of Australia, as outlined in Attachment C. Full Members are assigned to one of the four constituencies that they most appropriately belong to and may send up to two representatives to each Alliance meeting.

Associate Members are not part of a constituency, have limited representation on the Groups of the Alliance and may send up to one representative to each Alliance meeting.

The details of application and Membership processes, and differences in Membership types, are explained in full at Attachment C. All Alliance Members (current at the date specified) are also listed.

Secretariat of the National Aged Care Alliance

The Secretariat of the National Aged Care Alliance (Secretariat) is responsible for the organisation of Alliance meetings and Steering Committee videoconferences and teleconferences and all relevant papers, maintaining the website, and supporting the smooth running of the Alliance. The Secretariat provides limited support to Alliance Working Groups.

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The Steering Committee is responsible for ensuring the continued provision of Secretariat services through a cost effective and transparent process. The Secretariat operates through the contribution of annual Membership fees paid by all Members.

Further information on the Secretariat can be found in Attachment E – Section 2.

Amendment, Modification or Variation

The Terms of Reference and its attachments may be amended, varied or modified in writing after consultation and agreement by the Membership of the Alliance.

Attachments

Attachment A - Summary of National Aged Care Alliance Arrangements

Attachment B - Code of Conduct

Attachment C - Membership

Attachment D - Progressing Work of the National Aged Care Alliance

Attachment E - Operations Manual

        Section 1: Strategy and Operational Planning

        Section 2: Secretariat of the National Aged Care Alliance

        Section 3: Steering Committee

        Section 4: Strategic Priority Groups

        Section 5: Working Groups

        Section 6: Consensus decision-making model

        Section 7: Ensuring transparency about interests

        Section 8: Grievances and Dispute Resolution

Attachment A. Summary of National Aged Care Alliance Arrangements

	Quarterly Meetings	Out-of-session Communications	Constituency Groups	Strategic Priority Groups	Working Groups	Steering Committee	Secretariat
Purpose							
Core purpose	• Key forum to: Debate positions on key topics Develop consensus on draft positions or proposed actions Discuss issues of concern Provide and receive sector updates	Mechanism to: Share materials for review Receive final decisions from Member organisations on proposed positions Seek consensus / decision / action outside of a Quarterly Meeting	A forum to: Identify and discuss issues of mutual concern Work to achieve consensus on Alliance positions	A group to: Progress work on a strategic priority	A group to: Progress work on a particular topic	A body to: Provide a coordinating function on behalf of the Membership Finalise a decision when delegated by the Quarterly Meetings to do so	A body to: Provide operational and logistical support Provide financial services
Membership							
Consumers	All	All	Consumers	At least 1	Self-select	x 2	--

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Service Providers	All	All	Service Providers	At least 1	Self-select	x 2	--
Unions	All	All	Unions	At least 1	Self-select	x 2	--
Health Professionals	All	All	Health Professionals	At least 1	Self-select	x 2	--
Associate Members	Attend	Receive	--	Self-select	Self-select	--	--
Activities and responsibilities							
Raise and discuss sector issues	Yes	Urgent matters	As related to constituency	As related to priority	As related to topic	Yes	--
Identify issues needing an Alliance position	Yes	--	As related to constituency	As related to priority	As related to topic	--	
Draft Alliance positions	--	--	--	Yes, if related to strategic priority	Yes, if related to topic	--	Yes, if requested by the membership
Debate core provisions and viability of draft positions	Yes	--	Yes, as a constituency	If related to the strategic priority	If related to the group topic	--	--
Provide editorial comments on draft Alliance positions	Not preferred forum	Yes	--	If related to the strategic priority	If related to the group topic	--	--
Decide on whether draft positions should be endorsed	Consensus	Individual Member decisions	Consensus within the constituency, as relevant	--	--	--	--
Decide on logistics	Indicate preference	--	--	--	--	As needed	Yes

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Process for determining who joins which group							
Full Member	3. Discussion of membership applications where requested	2. Receives recommendation from Secretariat and decides on outcome		--	--	1. Accepts, reviews and makes recommendation on application (including clarifying their constituency allocation, with the constituencies as relevant)	3. Advises applicant of progress and outcome
Associate Member	3. Discussion of membership applications where requested	2. Receives recommendation from Secretariat and decides on outcome	--	--	--	1. Accepts, reviews and makes recommendation on application	3. Advises applicant of progress and outcome
Strategic Priority Group	2. Approves Strategic Priority Plan 5. Approves each Strategic Priority Group work plan **9**. Receives updates	**10**. Receives urgent updates as required	3. Nominates at least one Member to participate	4. Strategic Priority Group meets and develops a work plan 6. Does the work and provides updates 7. Has a maximum of one representative per Alliance member organisation, unless otherwise agreed	--	1. Drafts Strategic Plan including Priorities in consultation with Strategic Priority Group Chairs **8**. Monitors progress	--

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Working Group	2a. Decides on any proposed Working Groups 6. Approves work plan 9. Receives updates	2a. Decides on any urgent proposed Working Groups if required 3. Members decide on whether to self-nominate	4. Discuss nominees to ensure adequate representation	--	5. Working Group meets and develops a work plan 7. Does the work and provides updates	1. Provides support to member proposing working group 8. Monitors progress	--
Steering Committee	2. Reviews and decides on proposed representatives	--	1. Selects two individuals (not organisations) from constituency for Steering Committee (and 2 alternates)	--	--	3. Does the work	--
Secretariat	2. Reviews and decides on applications for role	--	--	--	--	1. Calls for nominations 4. Oversees work of the Secretariat	3. Does the work

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Attachment B.   Code of Conduct

National Aged Care Alliance Members (organisations and representatives) participating in Alliance activities, or engaging with other Alliance Members on Alliance related matters, will adhere to the following Code of Conduct:

- Members must demonstrate the highest standards of courtesy, integrity, confidentiality and trust at all times.
- Members should treat all other Members with dignity and respect. The Alliance fosters and supports a culture that does not tolerate violence, bullying, harassment or discrimination toward others.
- Members should respect the dignity, rights and views of others by acting courteously at all times.
- Members should not engage in conduct likely to bring the Alliance into disrepute.
- Members must abide by the Confidentiality requirements applying to Alliance meetings and materials.
- Members must manage conflicts of interest, known, potential and perceived, as outlined in the Ensuring transparency about interests Section.
- Members should adhere to all requirements of Membership, including remaining in good financial standing and complying with the interaction rules for all meetings, whether in person or online.

Members in breach of the Alliance Code of Conduct may have their Membership terminated. Any potential breach would be investigated by the Steering Committee using the Grievances and Dispute Resolution Section and a recommendation would go to the full Membership, as relevant.

Our culture

The Code of Conduct guides the way people conduct themselves at all Alliance activities, including Quarterly Meetings, meetings of Strategic Priority Groups, Working Groups, Steering Committee and any other forum of the Alliance. They equally apply to in person, virtual and telephone meetings, and to any other forms of correspondence online or face-to-face.

The Alliance culture has been built on the use of Interaction Rules for all meetings since the Alliance first gathered in 2000.

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Interaction Rules

Agreed group interaction rules are important because they:

- represent the 'contract' each participant has entered into with each other participant and the facilitator for each meeting,

- guide the way members interact and relate to one another both inside meetings and in other settings,

- guide the way the chair/facilitator will facilitate the meeting, and

- are the basis for forming and maintaining a respectful culture within the group.

Human Dignity & Genuineness

- Respect and courtesy – for each other, for the right to hold a different view and for the confidentiality and 'Chatham House' rules of sensitive discussions

- Actively and genuinely listening to each other to truly understand the views of others

- Being genuine and honest (e.g. sharing concerns) but not being hurtful towards others

- Fostering trust between participants, enabling all participants to feel safe in the group by personally managing well our negative/strong emotions;

Being Fair, Positive & Forward Looking

- Whilst being evidence based and objective, keeping a sense of perspective and an open mind during discussions

- Being mindful of the views and needs of stakeholders that may not be present in current discussions

- Taking an inclusive, holistic, 'ways of growing the pie for all' approach where possible

- Being a positive participant, always encouraging and looking for opportunities for common ground agreement, especially those with 'win-win' outcomes;

Being a Useful Participant & Working Hard

- Focusing on the agreed agenda and priorities, with commitment to achieve outcomes

- Being an active participant who keeps their verbal contributions clear, concise and non-repetitive and who doesn't 'hog' the conversation

- Working hard in a collaborative and supportive manner to help distil group priorities and enable consensus of the vast majority that is practical/doable and will achieve results

- Staying fully engaged in meeting proceedings and keeping interruptions to a minimum (such as keeping mobile phones on silent or turned off).

Recognising our limitations

- Appreciating and accepting group wisdom even if we hold an alternate view.

- Accepting that disagreement on some topics amongst the membership is accepted, respected and may be recorded as part of the Alliance consensus development process.

- Recognising we have to report back to our organisation/s and that we may have limited authority as participants.

Attachment C.   Membership

The National Aged Care Alliance (the Alliance) has two types of organisational Membership, Full and Associate.

Within the Alliance when it refers to 'Members', it is referring to both Full and Associate organisational Members. When it refers to 'Full Members' or 'Associate Members' it will be referring to only that type of organisation Members.

All Alliance Members (current at the date specified) and their constituency groups are listed at the end of this Attachment.

Full Membership

Full Membership of the Alliance is open to 'national bodies' that have a 'core role and key responsibility in aged care' and fit within one of the four 'constituency groups'.

Organisations are recommended by the Steering Committee to the Membership for approval as Full Members of the Alliance if the Steering Committee is satisfied that they:

- work towards a positive future for older and ageing people in Australia in any aspect of the care continuum
- contribute to 'Why we exist', 'Who we are', 'What we do' and Principles of the Alliance
- agree and adhere to the Alliance Terms of Reference, including the Code of Conduct
- commit to consistent and regular attendance at Alliance meetings as organisational representatives with authority to act and make decisions on behalf of their organisation
- commit to being active Members in terms of time, feedback and financial contributions, including paying for their attendance at Alliance meetings and contributing to other Alliance costs.

The following terms define membership of full Member:

- **National bodies:** National bodies are organisations, regardless of legal classification, that have members and/or supporters in every State/Territory of Australia.
- **Core Role and Responsibility in the Aged Care Sector:** Bodies whose constitutions and/or registration documents require the organisation to be involved in the aged care sector or whose strategic document has a strategic objective requiring active and widespread involvement in the aged care sector. Examples of organisations that would meet these criteria are peak bodies representing aged care providers or consumers, unions with members who work in the aged care sector, other groups providing advocacy on behalf of organisations, individuals or groups of individuals with a specific interest in the aged care sector and groups and associations open to health and allied health practitioners and professionals that have a significant presence in the aged care sector.
- **Care Continuum/ Continuum of Care:** A concept encompassing a system that offers a comprehensive array of aged care, health and support services spanning all levels and intensity of care, including concepts of wellness and reablement.

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- **Constituency group:** Full Member organisations will be allocated to a constituency group based on their role in the aged care sector. There are four constituency groups: providers, consumers, unions and professional associations. Members of the Steering Committee and Strategic Priority Groups are drawn from these constituency groups.

    Aged Care Providers: Organisations that represent providers of community, home care or residential aged care services (but are not professional associations).

    Consumers: representing the interests of individual older and ageing people, groups of older and ageing persons (e.g., cultural or language groups) or other people within the ordinary sense of consumers of aged care services (e.g., families and informal carers of older and ageing people). Organisations that represent consumers or provide advocacy services on behalf of individuals are included in this constituency group.

    Professional health and other Associations: Organisations that represent individuals engaged in research, development or providing professional services (such as medical, nursing or allied health services) to older and ageing people, carers and/or aged care services.

    Unions: Registered organisations of workers with members working in aged care who together seek to achieve common goals, generally the maintenance or improvement of employment conditions.

Each Full Member organisation is required to have two official representatives, called 'Full Member's representatives', who:

- are willing and able to attend Alliance meetings
- have decision making capacity on behalf of their organisation
- receive all correspondence from the Alliance.

Full Member Organisations are expected to maintain continuity of representation, i.e., the same people attending consecutive meetings. It is the responsibility of the organisation to notify the Secretariat of a change in their official representative/s.

Representatives of Full Members can participate in all Alliance activities, including nominating for various responsibilities and roles within the Alliance, and engage in consensus decision making during Alliance proceedings. Each Member organisation has only one voice in decision making irrespective of there being one or two representatives at the meeting. Any public statements or policy positions of the Alliance are deemed to have the endorsement of all Full Members (unless otherwise stated).

Any decision made by the Alliance is made by consensus of the Full Members. This may include delegating (or referring decisions) to the Steering Committee.

Associate Members

If an organisation does not fit the criteria to become a Full Member, then the Steering Committee may instead recommend the organisation is approved as an Associate Member if they:

- are a national body
- have demonstrated an ongoing interest or engagement in aged care
- can contribute to the Alliance 'Why we exist', 'Who we are', 'What we do' and Principles of the Alliance
- are not represented by any organisations holding Full Membership

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- present a perspective not otherwise represented by any organisation holding Full Membership
- are willing to agree and adhere to the Alliance Terms of Reference, including the Code of Conduct
- commit to pay for their attendance at Alliance meetings and contribute to other Alliance costs
- are recommended by the Steering Committee for Associate Membership.

Associate Members are not allocated to a Constituency Group and therefore cannot nominate for the Steering Committee.

Once approved each Associate Member is required to nominate a single representative, known as the 'Associate Member representative', to attend Alliance meetings.

An Associate Member's representative may participate in the Alliance Consensus decision-making model and the endorsement process that leads to correspondence or creation of other documents but may elect not to. Where an Associate Member representative chooses not to participate in a process they must advise the Secretariat. They are also able to attend and participate in discussions at Alliance meetings and participate in the efforts of Strategic Priority Groups and Working Groups. However, Associate Members Associates do not have the right to veto a paper, part paper or correspondence.

Refer to Section 4 and Section 5 of the Operations Manual for further information about Alliance groups.

Applying for Alliance Membership

Organisations seeking to join the Alliance should apply in writing to the Secretariat of the Alliance indicating their application is for 'Full' or 'Associate' membership. Applications must provide sufficient evidence to satisfy the Steering Committee that the organisation meets the Membership criteria, and if they are applying for full membership, which constituency group they belong to with supporting information to demonstrate they meet the definition of that constituency. The Steering Committee then reviews the application and if they are satisfied that the organisation meets the criteria, will make a recommendation to the representatives of the Full Members for the application to be discussed and approved. This occurs either by taking the application to the following Alliance meeting or by circulating the application to Members as an out of session communication for endorsement, depending on timing of the next meeting.

If approved by the Alliance and relevant fees paid, the organisation is invited as a Member to the next meeting of the Alliance. If not accepted for Membership by the Steering Committee or the Alliance, the Secretariat will write explaining the decision. If Membership was not accepted due to insufficient evidence, an organisation may be asked to resubmit their application with additional information. There is no right of appeal regarding the decision.

Orientation sessions for new Members are held in conjunction with Quarterly Meetings and may be provided by videoconference if requested.

Maintaining Membership

To maintain Membership, a Full Member or Associate must always abide by the Alliance Terms of Reference and the Code of Conduct, whilst ensuring they pay fees as and when they are due.

In addition, if an Alliance Member misses two consecutive Alliance Member Quarterly Meetings and/or is ninety days overdue in paying accounts (such as costs associated with meeting attendance or agreed voluntary contributions), their Membership status is reviewed by the Steering Committee. The Secretariat

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follows up with the relevant Member to clarify status following the decision of the Steering Committee. Where a Member is unable to pay their fees, special consideration may be made after discussion with the Steering Committee.

Costs of Membership

Average annual Costs of Membership

Membership Fee Component	Invoicing Cycle	Average charges in 2021/22
Annual Membership Fee (Agreed annual fee for Full and Associate members)	Annual	Full Member: $1,045.81 Associate Member: $934.18
Meeting Costs *(Virtual Meeting)* Total Meeting Costs per member organisation	Quarterly	All Members (regardless whether you attend meeting):$110
Meeting Costs *(Face to Face or Mixed Meeting)* Total Meeting Costs per member organisation, even if attended virtually	Quarterly	All Members (regardless whether you attend meeting):$500
Catering Costs Total Catering Costs of face to face meetings per in person attendance	Quarterly	Per Participant who attends the meeting: $85 per person per day
Average total annual costs: *Based on 4 Face to Face meetings in a year*		Full Member: $3,385.81 Associate Member: $3,274.18

Annual Membership Fee (Secretariat Costs)

Members of the Alliance agree to pay an annual Membership fee as a contribution towards the costs of operation of the Secretariat. The contributions for Full and Associate Members for the following financial year will be proposed by the Steering Committee at each November meeting and reviewed and endorsed by the Members. Where a Member organisation has undertaken to host the Secretariat, the Steering Committee may include 'in-kind' contributions from that organisation in lieu of a financial contribution when determining their annual Membership fee.

Each year the Secretariat will submit an annual budget and identify the annual membership fee. The annual fee is approved by the Membership.

The annual amount is billed quarterly with meeting costs and any other costs to be charged. New Member organisations are invoiced for the annual fee on a pro-rata basis with other amounts outlined below following the first meeting they attend as a Member.

Meeting and Catering costs

In addition to the annual membership fee, all Member organisations, regardless of attendance, contribute to meeting costs. Meeting costs include facilitator expenses, room hire, audio-visual, website, teleconference, and Secretariat costs not covered by the annual Membership fee. The costs are shared equally between all Member organisations.

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Catering at meetings (morning and afternoon teas and lunch) is charged based on attendance. Catering costs are charged for the organisation's representative/s unless the Secretariat is notified of their intention not to attend at least two weeks prior to the meeting.

All Alliance Members pay for their own travel, accommodation and incidental costs for attendance at Alliance meetings.

Other costs

From time to time, the Alliance decides to pursue additional activities or projects that incur costs. Decisions about how any other costs are met, including the cost of work undertaken or commissioned by the Alliance, are made by the Alliance when deciding to undertake such work. Any proposal involving additional costs must include a budget. By agreeing to a proposal, the Alliance authorises the Secretariat to incur costs up to the limit of the budget. Cost sharing arrangements are based on the principle that contributions by participating organisations will be voluntary and be determined by the individual participating organisation according to their means, in a spirit of fairness and equity.

Not all Members will be able to contribute to additional project costs on all occasions. In these instances, the Secretariat will ask Members to indicate the amount of funding they could contribute to the additional project costs. If a project is undersubscribed, then the Membership is notified, and a second round of subscriptions sought. If it still does not reach the funding required, the project will not proceed. If a project is oversubscribed, the Secretariat will calculate what proportion of the subscriptions was needed and inform subscribing Members what the final figure attached to their proportion of the funding will be.

Membership of the National Aged Care Alliance by Constituency

This list of Members is current as at 13th May 2022.

FULL MEMBER ORGANISATIONS

Consumers
- Association of Independent Retirees Limited
- Carers Australia
- COTA Australia
- Dementia Australia
- Elder Abuse Action Australia
- Federation of Ethnic Communities Councils of Australia
- Legacy Australia
- LGBTIQ+ Health Australia
- Older Persons Advocacy Network
- PICAC Alliance
- Returned and Services League Australia

Aged Care Service Providers (Providers)
- Aged and Community Care Providers Association^
- Aged Care Industry Association
- Anglicare Australia
- Australasian Services Care Network
- Australian Community Industry Alliance
- Australian Community Transport Association Ltd
- Australian Healthcare and Hospitals Association
- Baptist Care Australia
- Catholic Health Australia
- Home Modifications Australia
- Lutheran Church of Australia
- Meaningful Ageing Australia
- National Aboriginal and Torres Strait Islander Ageing and Aged Care Council
- Retirement Living Council
- UnitingCare Australia

^ Member also currently holds Secretariat of Alliance

Health Professionals (Professionals)
- Allied Health Professions Australia
- Audiology Australia
- Australian Dental Association
- Australian and New Zealand Society for Geriatric Medicine
- Australian Association of Gerontology
- Australian Association of Social Workers
- Australian College of Nursing
- Australian Physiotherapy Association
- Australian Primary Health Care Nurses Association
- Australian Recreation Therapy Association
- Continence Foundation
- Dietitians Australia
- Exercise & Sports Science Australia
- Occupational Therapy Australia
- Palliative Care Australia
- Speech Pathology Australia

Unions
- Australian Nursing & Midwifery Federation
- Health Services Union

ASSOCIATE MEMBER ORGANISATIONS
- Macular Disease Foundation Australia
- Public Sector Residential Aged Care Leadership Committee
- See Differently (Royal Society for the Blind)
- Vision Australia

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Attachment D.   Progressing Work of the National Aged Care Alliance

The 'Why we exist', principles and strategic goals of the National Aged Care Alliance (the Alliance) are progressed through a number of steps and processes.

This attachment will provide further information related to the Quarterly Members' Meetings, Strategic Priority Groups, Working Groups and Development of various types of papers for the Alliance.

Quarterly Members' Meetings

The Quarterly Meetings are central to making progress on the work of the Alliance. In these meetings, Members:

- Make decisions on proposed policy papers and other Alliance activities
- Establish and extend relationships with colleagues across the sector
- Provide and receive updates, intelligence, insights and ideas
- Develop and refine policy solutions through discussion and debate
- Monitor and approve activities of Strategic priority Groups and Working Groups.

The regular meetings of the Alliance are an opportunity and mechanism to inform, discuss, debate and reach a consensus on matters that are of importance to older and ageing people. Meeting protocols include the following:

- Meetings are conducted in accordance with the Interaction Rules (contained in Attachment B).
- Member organisations must commit to consistent and regular attendance by representatives of the organisation with appropriate decision-making authority. Wherever possible, Members will maintain continuity of representation i.e., the same people attending consecutive meetings.
- If it is agreed by the Alliance that a document should be developed, any variation from the standard Alliance process for the development of documents (refer Development of Papers below) must be agreed to at the meeting and recorded in the Minutes.
- Where Members require their governing bodies to endorse Alliance policy positions, documents or decisions, this should be clearly identified by the Member organisation, and timelines for the process of endorsement and feedback agreed to with the Secretariat.
- Documents or proceedings that are to remain confidential to the Alliance will be clearly identified and not circulated to a wider audience without the expressed permission of the Secretariat. Members are free to circulate, report or otherwise draw upon remaining information obtained through Alliance meetings in a non-attributable way in line with the Chatham House Rule.
- Where documents are provided to the Alliance by external organisations based on confidentiality, they are to be accessed only by the Member organisation's identified representatives (or official proxies) unless specifically identified as available for internal consultation.

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- All work commissioned by, or prepared for and by, the Alliance should be available under Creative Commons unless otherwise agreed and stated in the document.
- Strategic Priority Groups and Working Groups may be established for advancing the work of the Alliance. All such Groups function according to the same Code of Conduct, processes and principles as the Alliance.

Strategic Priority Groups

The Alliance establishes Strategic Priority Groups to operationalise and progress the priorities of the Alliance Strategic Plan. Strategic Priority Groups develop a Terms of Reference based on a template that outlines purpose, structure, membership, tenure and decision-making authority as delegated by Alliance Members (see Strategic Priority Groups Terms of Reference). All Members are eligible to join one or more Strategic Priority Groups in addition to the Steering Committee. Where possible, Groups maintain a balance of constituency members.

Each Strategic Priority Group identifies a spokesperson to update the membership on the group's progress at each Alliance meeting, with a written report to be provided with Alliance meeting papers. The objective of this accountability step is to seek support and engagement at each meeting to strengthen Alliance members' capacity to collectively action and build upon strategic priorities throughout the year.

Working Groups

Alliance Working Groups are formed as required to execute the work of the Alliance that falls outside the capacity or scope of Strategic Priority Groups and may involve areas that need a quick response or an emerging area of interest. Working Groups will be judicious regarding the papers, positions and submissions the Alliance writes, with a view to being proactive rather than reactive. Each Working Group should, where possible, have at least one representative from each of the four constituency groups, with one member of the Working Group being from a Steering Committee organisation. Each Working Group established drafts a Terms of Reference using the template (see Working Groups) and seeks approval to proceed through an Alliance meeting or the Steering Committee that is recorded in the Alliance Minutes. A Chair is to be appointed by the members of each Working Group, to assist in completing the Alliance's objectives for the Working Groups. Membership of Working Groups is open to all Members of the Alliance. At the first meeting of each Working Group, the group's purpose and Terms of Reference will be confirmed and/or developed if required.

Development of Papers

The work and advocacy of the Alliance is supported and progressed through the development of policy positions and other papers.

Types of papers

There are three types of papers used to advance Alliance purposes:

- **Discussion papers** are papers prepared by the Alliance to canvas a range of issues relating to a designated topic. These papers use various sources and aim to provide balanced information on the issue being explored. They do not include an Alliance position on the topic. A discussion paper

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is generally prepared to assist the Alliance with the development of a position, and it can be used to initiate some broader discussion in the community or the aged care sector.

- **Position papers** outline the Alliance's position on a topic and include some background information, discussion on the topic, the rationale for the position taken by the Alliance and/or recommendation put forward by the Alliance.
- **Position statements** are concise statements that designate the position of the Alliance on an issue or topic. Background information, discussion and rationale are not included. Such statements may be made in a variety of formats includingcorrespondence. Not all position statements will require a position paper to be developed and may instead reflect discussions only.

Other papers that are approved by the Membership and require a quick turnaround such as media releases, communiques or others, are not required to follow this Development of Papers process. The Membership may determine a process of its choosing, but often will delegate to the Steering Committee a request to ensure a representative endorsement of any such papers.

Process for preparing papers

The Alliance has agreed on the following process as a guide for the development of Alliance documents. Documents produced and endorsed by the Alliance are to follow this process, which aims to provide maximum time for discussion and circulation among Member organisations prior to endorsement. Timeframes may be adjusted depending on the purpose of the paper. See below for an overview of the paper development process and timelines in table format. All papers used during the stages of development are to be version controlled.

Identifying that a paper is to be drafted may be endorsed as part of a work plan of a Strategic Priority Group or Working Group or may be directed by the membership via a Quarterly Meeting or Out of Session Communication.

The work of initial drafting of any papers for the Alliance is done by one or more Member representatives as part of their responsibilities and commitments to progressing the work of a Strategic Priority Group, Working Group or other Alliance body. Comments on draft documents must be made to the author or designated correspondent within the specified time frame. Comments received after the due date will only be considered at the discretion of the author. The author then amends the document in line with comments received in a way that maintains the purpose and clarity of the paper. The relevant Group will make the final decision on when a paper is ready to progress to the next stage of development. Papers must go through the following stages, unless agreements have been made otherwise.

Working draft – circulated to members of the working group or advisory group only for review to ensure it is a robust and balanced draft prior to it being distributed for formal review. The consultation period is agreed to by the members of the group.

Preliminary draft – non-final document circulated to all Members of the Alliance and the consultation period is to be at least five working days where practicable. The aim of this draft is to ensure that the paper encompasses all key concepts and issues relevant to the topic and to confirm that it is of sufficient quality that it can be circulated more widely for consultation purposes.

Circulation draft – circulated to Alliance Members for broad consultation for a period of at least 30 days where practicable. The prime purpose of the circulation draft is to finesse the draft, ensuring it is comprehensive, balanced in its approach and a high-quality document. This is a key process by which the

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diverse Membership comes to a shared view on both the overall position on an issue, as well as the more detailed elements within those issues.

Final draft – the final proof circulated to Alliance Members to identify minor mistakes and misused words only. The consultation period will be at least 10 working days where practicable.

Endorsement – the final document is circulated to Full Members with a 72-hour turnaround time. No additional changes to the document are sought. If no indication otherwise (e.g., non-endorsement) is received by the Secretariat by the due date this will be taken as endorsement of the document.

The table below shows the consultation stages for all papers and documents as well as the standard timeframes for refining positions and reaching endorsement. Given the very tight timeframes often involved in the reform process, the ideal timeframes have not always been practicable or achievable.

The Alliance always endeavours to give as close to these time frames as possible and will make relevant deadlines clear. The Alliance has agreed that the usual timeframes can be modified, as shown below when timing is limited and requires an abbreviation of the normal process and timelines.

All types of papers: Discussion papers, Position papers, Position statements	Standard Alliance Timeframes	Fast tracked Timeframes if approved by Membership
Working Draft – draft document is circulated to members of the working group or advisory group only for review to ensure it is a robust and balanced draft and ensure that the paper encompasses all key concepts and issues relevant to the topic and to confirm that it is if sufficient quality.	Time frame decided by the working group or advisory group	Time frame decided by advisory group
Preliminary Draft – a non-final document is circulated to all Members of the Alliance and the consultation period will be at least five working days where practicable. The aim of this draft is to ensure that the paper encompasses all key concepts and issues relevant to the topic and to confirm that it is if sufficient quality that it can be circulated more widely for consultation purposes.	5 working days	This step is only included in fast tracked processes if there is time and may be less than 5 working days.
Circulation Draft – circulated to Alliance Members for broad consultation for a period of at least 30 days where practicable. The prime purpose of the circulation draft is to finesse the draft, ensuring it is comprehensive, balanced in its approach and a high-quality document.	30 working days	10 working days is the aim, but exact time may vary according to deadlines
Final Draft – Final proof document circulated to Alliance Members to identify minor mistakes and misused words ONLY. If substantial changes are requested on a Final Draft, a new Final draft may be resubmitted in the fast-track timeframe to ensure consensus is achieved.	10 working days	5 working days is the aim, but exact time may vary according to deadlines

Endorsement – Final document circulated to Alliance Full Members with a 72-hour turnaround time. No additional changes are sought. Emails will explicitly state that if no indication otherwise (e.g., non-endorsement) is received by the Secretariat by the due date this will be taken as endorsement of the document.	72 hours. On occasion this may need to be reduced to 48 hours.	48 hours is the aim, but may on occasion be reduced to 24 hours

Attachment E.   Operations Manual

Section 1.   Strategy and Operational Planning

The National Aged Care Alliance (Alliance) has established a formal strategic planning approach, with the first Alliance Strategic Plan due to commence on or before 1 July 2023. The Strategic Plan is based on the identification and agreement by members of up to five strategic priorities for implementation over a three-year cycle. It is underpinned by annual operational plans, industry strategic objectives and, where relevant budgets.

The Strategic Plan uses the development of Strategic Priority Groups to operationalise and progress the priorities. Terms of Reference for the Strategic Priority Groups are documented in this Operations Manual at Section 4.

Strategic Planning Development

The Alliance is to hold a Strategic Planning Workshop for all Alliance members following the circulation of a positioning paper setting the process and parameters for identifying the most supported areas of common interest to develop into strategic priorities. This may occur within or adjacent to a Quarterly Meeting. Timing considers federal elections and budgets, community interests, sector and industry concerns as well as Member resourcing.

The Alliance will conduct a consensus making process to determine the three to five strategic priorities for the Alliance in the coming three years, noting that priorities may be shorter. The process will be led by the Steering Committee and agreed to by the Alliance. Once strategic priorities are defined and agreed, a 'Strategic Priority Group is formed to support the work to implement each strategic priority. The Strategic Priority Group will outline their individual objectives, resourcing, membership and milestones in their operational plan for agreement by the Membership.

Beyond the scope of the agreed priorities, the Alliance may consider further initiatives arising from the planning process using Working Groups or other measures dependent on resourcing and member interest. These will be documented and submitted at a future Quarterly Meeting for proposed endorsement.

Operational Planning Cycle

Planning is spread across the Quarterly Meetings with flexibility for change where needed. Strategic priorities are reviewed and confirmed each February (or in similar period) following full-year progress reports. The Planning cycle is detailed in Table 1.

Members of the Steering Committee will conduct a Strategic Planning Process to draft and review the Alliance's strategic plan for endorsement by the Membership. This may include pre-development sessions at the Quarterly Meeting or drafting a plan for discussion at the Quarterly Meetings. The Membership will endorse the strategic plan of the Alliance, including the development of Strategic Priority Groups.

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Each Strategic Priority Group will develop an operational plan (including where required agreements around budgets). These plans are reviewed at least annually.

The plans are monitored via written reports from the Strategic Priority Groups to each Quarterly Meeting papers. Such reports can be as short as a bullet point update on progress. Strategic Priority Groups may request time on the agenda of Quarterly Meetings as required from time to time and preferably occur at least every other meeting. These monitoring and reporting approaches to Members to engage.

The formal review of the Alliance Strategic Plan every three years provides further opportunity for the Alliance to take a long-term view and adjust strategic priorities where necessary.

Annual Activities Cycle

Planning Cycle of the National Aged Care Alliance (Table 1) provides a starting point showing how the Alliance Quarterly Meetings can be used to deliver key planning milestones. More detail can be added when the business planning is complete and operational plans have been developed. Agenda planning for Quarterly Meetings needs to be flexible to accommodate opportunities and changing needs of the Alliance.

Table 1 – Indicative Planning Cycle of the National Aged Care Alliance

Meeting date (Location)	Proposed Meeting Focus	Other known matters
February (Canberra)	Industry Issues Focus	Financial / Operating Cost setting Selection of Steering Committee members (if to be financial year cycle) Strategic Priority Group # - Annual Operational Review
May (Melbourne)	Government Reform Progress	Budget (Dept / Ministers) Announcement of annual Steering Committee elections for a two-year term Strategic Priority Group # - Annual Operational Review
August (Canberra)	Future reform agenda	Strategic Priority Group # - Annual Operational Review
November (Adelaide)	Annual Alliance planning & review (priorities for coming year incl. Federal budget)	Secretariat Annual Workplan Steering Committee Annual Workplan Strategic Priority Group # - Annual Operational Review

Section 2.   Secretariat of the National Aged Care Alliance

The National Aged Care Alliance (the Alliance) is supported by a Secretariat which operates through the contribution of annual Membership fees paid by all Alliance members that covers related costs. The Steering Committee is responsible for ensuring the continued provision of Secretariat services through a cost effective, contestable and transparent process at least every three years.

The Alliance is not a legal entity or organisation in its own right and relies on Member organisations to undertake any agreed contractual arrangements. The result is a Memorandum of Understanding approved by the Membership and signed on behalf of the Alliance by one of the Steering Committee members. Any changes to this arrangement require approval by the Full Membership.

Aged and Community Services Australia (ACSA) are providing the Secretariat services through to 30 June 2025. The information below is drawn from the Memorandum of Understanding.

Roles of the Secretariat

The role of the Secretariat is to attend to Alliance correspondence, process Membership applications, coordinate Quarterly Meetings of the Alliance and all Steering Committee meetings, and prepare all relevant papers relating to both. The Secretariat also maintains the website and supports the smooth running of the Alliance.

Key functions of the Secretariat are:

- General administration includes maintaining alliance representative lists, responding to general enquiries, correspondence, maintaining the Alliance database, processing Membership applications, archiving and storing relevant documents, invoicing Members for their financial contributions towards the cost of running the Alliance and maintaining its finances.
- Secretariat services including (but not to exclusion of other roles) coordination of Alliance and Steering Committee meetings, venue coordination (room set up, catering, teleconference), meeting communication (attendance and apologies list), agenda, coordinating minutes, speaker invitations.
- Design and production, including desktop publishing, updating and maintaining Alliance publications, website maintenance and updates.
- Website including maintenance of the website, loading of meeting papers, loading new position papers, making changes to membership and managing changes to the terms of reference and orientation materials.
- Alliance Members meetings – currently held four times per year, each over two-days – organisation tasks including:
  - Venue hire, bookings, catering and audio-visual arrangements
  - Facilitator engagement, travel, accommodation and support
  - Minute taker engagement and arrangements
  - Agenda development, coordination, speaker invitations, responses
  - Coordination of meeting papers, uploading to website
  - Liaising with the venue numbers and dietary requirements

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- o   Orientation for new Members
- o   Room set up, name badges, table plates, presentations and audio-visual.
- Financial management, including invoicing Members for meeting costs and ensuring reimbursement to the Alliance and quarterly reporting about the budget of the Alliance. Quarterly reporting should include a P&L project budget reporting including total costs for each meeting, and the number of debtors outstanding in payment of their invoices.
- Secretariat strives to distribute papers no less than 5 working days prior to the commencement of the meeting. Amended papers may be updated within this timeframe in exceptional circumstances.

Steering Committee Role and Responsibilities

The Steering Committee of the National Aged Care Alliance is responsible for ensuring the operations of the Secretariat are effectively monitored and supported through:

- Managing any conflicts of interest referred to the Steering Committee
- Actively managing Membership issues identified and raised by the Secretariat
- Working through any issues emerging from implementation of and transition to new Terms of Reference and Alliance structures
- Endorsing the Secretariat's annual workplan before it is presented to the Quarterly Meeting

Member Responsibilities

The major responsibility of Members is to support the Secretariat by actively managing their financial contributions, including payment for attendance at Alliance Members meetings and contributing to other Alliance costs in a timely manner.

Section 3.   Steering Committee

The National Aged Care Alliance (the Alliance) is a membership led coalition whose agreed actions are implemented through the coordination by an appointed Steering Committee.

Agreed actions of the Full Membership are delegated through clear decision-making responsibilities to the Steering Committee for operationalisation. The Steering Committee works to a Terms of Reference approved by the Full Membership.

All members are eligible to join one or more Strategic Priority Groups in addition to the Steering Committee. The relationship between the membership, the Strategic Priority Groups and the Steering Committee is critical for the successful operation of the Alliance.

Steering Committee Representatives and Selection Process

The Steering Committee is made up of eight members – two representatives selected from each constituency. These individuals make decisions in accordance with the spirit of the Alliance's 'Why we exist', 'Who we are', 'What we do' and Principles.

The Chair and Members of the Steering Committee have clear role descriptions, which clarify the purpose and responsibilities.

Recruitment of the Steering Committee is transparent through an open formal process for individuals. Individuals nominated to the Steering Committee should be from those who are the nominated representatives of Full Member organisations to attend the quarterly meetings of the Alliance. Two members are selected by each of the constituencies for an agreed term. A third and fourth individual from each constituency are selected as alternates to attend or participate in place of a member who cannot attend. When a member of the Steering Committee retires from the position or steps down, their alternate should be willing and able to replace them. The retiring member's organisation does not retain the position. When an alternate steps into the Steering Committee role, the relevant constituency undertakes a selection process for a new alternate. Alternates may or may not come from the same organisation as the Steering Committee members. The Chair of the Steering Committee (and alternate) is selected by the members of the Steering Committee for a set term agreed by the membership.

The Steering Committee plays a leadership role within clear delegated responsibilities from the Alliance Membership, including the coordination and monitoring of the work of the Strategic Priority Groups, as well as any Working Groups created to address new and emerging areas, and areas requiring a quick response.

It is the responsibility of the Steering Committee to ensure that there is an effective arrangement to enable the Secretariat to effectively undertake its role. The Secretariat may be selected by the Steering Committee as its Chair of the Committee, noting that their role on behalf of Secretariat is a non-decision making one and any potential or perceived conflicts of interest related to oversight of the Secretariat would need to be managed. Representatives of the Member organisation that hosts the Secretariat may separately be selected by their constituency as representative to the Steering Committee (or as alternate). Where this is the case,

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the individual who has been selected as a Steering Committee representative will represent their Member organisation and that individual may not represent the Secretariat at meetings of the Committee or the Alliance at the same time.

Strategic Priority Groups play a key role in reporting back to the Steering Committee and the Alliance Membership on their activities. Engagement between the Strategic Advisory Groups and the Steering Committee is built into the meeting schedule. To encourage diverse views, where possible the constituencies select representatives to the Steering Committee who are then not eligible to chair a Strategic Advisory Group/s.

Steering Committee Terms of Reference

Purpose

The Steering Committee of the National Aged Care Alliance (the Alliance) is the leadership and governance body for the Alliance and exists for the purpose of coordinating and operationalising the strategic intent, agreements and actions of the Alliance.

Structure

The Steering Committee has equal representation from the four constituency groups plus one or more representatives from the organisation providing the Secretariat in a non-decision-making capacity. Terms are structured to ensure continuity of knowledge and understanding over time.

Quorum

Steering Committee meetings require the Chair (or alternate) plus one member from each constituency for a total of five of the eight members.

Appointment approaches

The Alliance uses a formal approach to establish and maintain the membership of the Steering Committee to ensure continuity and consistency. The use of alternate members appointed as part of the same process allows for flexibility where a member is unable to attend or participate.

The selection processes are expected to be complete within four weeks with results announced at the next Alliance meeting. Alliance members seeking appointment will be required to:

- Demonstrate their interest and credentials for the leadership and governance functions of the Steering Committee as outlined in these Terms of Reference
- Demonstrate their capacity and willingness to invest the time required to be an active participant
- Demonstrate their ability to represent the interests of the Alliance while maintaining their credibility as a member of the relevant constituency

Constituency groups will determine their members and alternates using a fair, open and transparent process.

The call for new nominations by an agreed date for both members and alternates of the Steering Committee will be sent by the Secretariat, along with a request for Members from each Constituency who are not seeking to nominate to join a constituency selection panel. Each Selection Panel will select a chair and then review all applications against the criteria and provide a recommendation to their Constituencies along with all nominees' applications. Following this a discussion, without the nominees' present, will occur leading to an agreement by consensus. The Chair of the Selection Panel will inform the Secretariat of their decision.

This process should take no longer than six weeks. Any changes to this approach should be agreed by the constituency.

Position Roles and Responsibilities – Steering Committee Members

The Steering Committee coordinates the implementation of Alliance decisions and agreements and operationalises agreed actions. The selection of the Steering Committee is defined above, with details about representation and the appointment process.

The Steering Committee's main roles are to provide leadership to the Alliance, oversee the management and operations of the Alliance and provide support to the Secretariat as required.

The Steering Committee is made up of eight members selected by the constituency groups. Each member has a designated alternate from the same constituency should the selected member be unable to attend or participate at any time.

Key Tasks and Responsibilities of Steering Committee Members

To be a fully participating member of the Steering Committee, members are committed to the vision and culture of the Alliance, and to implement the decisions and policy directions established by the Alliance.

The selected members of the Steering Committee are responsible to the Alliance Membership for:

- Developing the process for the three-year strategic planning cycle and working with the Alliance to create the Strategic Plan with up to five strategic priorities and a designated review cycle
- Setting further processes and timelines for strategic planning and formation of Strategic Priority Groups
- Developing and implementing an annual operational schedule based on the Strategic Plan
- Ensuring that Quarterly Meeting agendas are structured and timed to meet strategic and operational requirements
- Ensuring their alternate is briefed prior to required attendance or participation
- Undertaking regular reviews of Alliance finances and managing communications with Members who are not compliant with payments
- Establishing, coordinating and monitoring the Strategic Priority Groups to further work on the strategic priorities
- Coordinating and monitoring any Alliance Working groups created to address new and emerging areas of work
- Ensuring the operations of the Secretariat are effectively monitored and undertaken through a Memorandum of Understanding achieved through a transparent contestable expression of interest process at least every three years
- Supporting the operations of the Secretariat as required and/or requested by the host organisation
- Making operational decisions to expedite the business of the Alliance between formal meetings
- Engaging with Ministers, their staff and relevant departmental personnel on behalf of the Alliance
- Undertaking stakeholder engagement on behalf of the Alliance
- Other functional requirements to fulfil the roles and responsibilities within these Terms of Reference

Desirable Skills and Experience

- Understanding and experience in strategic planning, direction setting, management and policy in the aged care sector
- Expertise with risk, governance, and operational planning and responsibilities

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- Experience and proven capability within the constituency basis of the National Aged Care Alliance
- High level of self-knowledge and appropriate assertiveness with a willingness to listen to alternative views

Terms

The selection process outlined above provides for eight members with a matching number of alternates through nominations from the constituency groups. Appointments to the Steering Committee are for a two-year term aligned to financial year cycles except in the first year where half the appointments will be for one years, with the potential for renewal twice, totalling a maximum of six years.

Where members step down part way through a cycle, the constituency will select a replacement representative.

On the creation of the Steering Committee, appointments will be made to select one member and one alternate for a two-year term and one member and one alternate for a one-year term. This staggering of selections will provide continuity and avoid a potential mass change of the Steering Committee after any selection cycle.

Initial term: one nominated member from each constituency will be allocated a two-year term and one member a one-year term, with two two-year renewals possible at the end of the designated terms. One alternate will be allocated a two year and one alternate will be allocated a one-year term. A member may be selected as an alternate without renewal limits.

Once established, members of the Steering Committee select the Chair and an alternate each year.

Role of the Chair of the Steering Committee

The Chair and alternate are selected from the members of the Steering Committee and may include the Secretariat. The alternate should not be from the same constituency as the Chair.

In addition to the roles and responsibilities of all Steering Committee members, the Chair is responsible for:

- Leading and chairing the meetings of the Steering Committee
- Supporting the Secretariat with the development of the agenda as required
- Assisting the external Facilitator and Secretariat in the effective conduct of the quarterly meetings
- Undertaking stakeholder engagement on behalf of the Steering Committee.

Chairing of individual sessions within the Quarterly Meetings is shared between the Steering Committee members and, as relevant, the Strategic Priority Group chairs.

Steering Committee Standard Agenda

Steering Committee meetings are scheduled to support the smooth operations of Alliance business and the Alliance Quarterly Meetings and include components for review of previous meetings and planning for future meetings while accommodating the tasks and responsibilities identified in the Terms of Reference.

The draft Standard Agenda below can be used flexibly through the year to suit the schedule of Alliance meetings and milestones relating to the Alliance Strategic Plan.

National Aged Care Alliance Steering Committee Agenda

Meeting to be held by MS teams or Zoom or teleconference: (include URL or teleconference numbers)

Date: TBC   **Time:** 1.30 to 3.00 (AEST)

Attendees:

Item #	Timing	Topic	Presenter
	1.30	Acknowledgement of Country and Traditional Owners	Chair
	1:35	Welcome and apologies Conflicts of interest	Chair
	1:40	Minutes and actions of previous meetings: Steering Committee Quarterly Alliance Meeting	Secretariat
	2:00	Financial Report Annual Membership Fees status update Quarterly meeting attendance costs update	Secretariat
	2:10	Strategic Planning Update Strategic Priority Groups update Key milestone update on Strategic Plan Alerts on changing priorities	Chair
	2:25	Sector Updates (as needed) Constituency reports Industry alerts Government, Departmental, etc	Chair
	2:40	Quarterly Meeting Agenda Planning Next meeting: confirm agenda, speaker invitations, working sessions Future meetings: speaker invitations, priority topics for sessions	Chair
	2:55	Other business	All
	3:00	Close and next meeting TBC	Chair

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Section 4.   Strategic Priority Groups

Strategic Priority Groups Terms of Reference

The National Aged Care Alliance (the Alliance) establishes Strategic Priority Groups to operationalise and progress the priorities of the Alliance. The Strategic Plan identifies the Alliance's strategic priorities each of which is allocated to a separate Strategic Priority Group. The Terms of Reference outline the purpose and structure of the Strategic Priority Groups and will be formatted as a template for all groups to use. The roles and responsibilities of the Chair of the Strategic Priority Groups are also identified.

Purpose

The purpose of each Strategic Priority Group is to develop, implement and report against a workplan that enables the Alliance to progress towards achieving the designated strategic priority within the defined timeframes and budget, if relevant. The objective of these Groups within and beyond the Alliance is to strengthen Members' capacity to collectively action and build upon strategic initiatives throughout the year.

Structure

All Member organisations are eligible to be members of one or more Strategic Priority Groups. Each Strategic Priority Group should have at least one representative from each of the four constituency groups, with one member of the Strategic Priority Group being from the Steering Committee. There is no limit to member numbers for Strategic Priority Groups, although to ensure the groups remain a reasonable size a maximum of one representative of each Alliance Member organisation can be working on a particular group at one time, unless otherwise agreed. A list of the members of each Strategic Priority Group is maintained by the Secretariat.

Members of each Strategic Priority Group select a Chair, who has responsibility for ensuring that reporting required for Steering Committee and the Quarterly Members Meetings is carried out effectively. A spokesperson for each Strategic Priority Group is chosen to update the Membership on its progress at each Quarterly Meeting with a written report that is provided with the papers.

Meetings of the Strategic Priority Groups are held by videoconference where possible, with an agenda and relevant papers distributed electronically in advance.

Tenure

The Strategic Priority Groups are reviewed annually in relation to their progress against the Strategic Plan. The term of each group depends on the timeframes for achieving the identified priorities. There are no limitations on the term or tenure of members.

Decision-making Authority

The Strategic Plan sets the parameters for implementation activities. The Alliance allocates responsibility for each Strategic Priority Group to work within an allocated budget, where relevant, for the deliverables of the operational plan developed for its specific priority.

Role and Responsibilities of the Chair

The role of the Chair of each Strategic Priority Group is to lead and convene the work of the group as designated by the Strategic Plan and Members. The Chair is accountable to the Membership for progress against the operational plan and budget, providing in writing a brief analysis of the key issues or themes related to the Group's focus, the activities and outcomes for the past quarter and activities planned for the following quarter.

The Chair is responsible for:

- Chairing all meetings of the Strategic Priority Group for the benefit of the Alliance
- Being clear at all times if they step out of the Chairing role to speak for their constituency
- Working within the Alliance procedures for approved budget expenditure
- Facilitating the development of reports to the Steering Committee
- Preparing an annual report for the annual Strategic Planning review
- Communicating in writing with Members through the Alliance Quarterly meetings.

National Aged Care Alliance Strategic Priority Group Agenda

This standing agenda will be developed into a template for all Strategic Priority Groups to use.

Meeting to be held by MS teams or Zoom or teleconference: (include URL or dial in details)

Date: TBC   **Time:** (example only) 1.30 to 3.30 (AEST)

Attendees:

Item #	Timing	Topic	Presenter
1	1.30	Acknowledgement of Country	Chair
2	1:35	Welcome and apologies Conflicts of interest	Chair
3	1:40	Progress update since last meeting	Chair
4	2:00	Working session • Discussion on strategic issue/s • Development and progress of key milestones • Assignment of work to any sub-groups	Chair
5	3:00	Strategic Planning Update • Other Strategic Priority Group update • Alerts on changing priorities	Chair

Item #	Timing	Topic	Presenter
6	3:20	Quarterly Meeting Report Planning	Chair
		• Identify Member to report • Identify key elements for the report	
7	3:30	Meeting Close	Chair

Section 5.   Working Groups

The National Aged Care Alliance (the Alliance) utilises Working Groups to address new and emerging areas, and areas requiring a quick response. They work on areas outside the Strategic Priority Groups. Any Member of the Alliance may propose that a particular Working Group be formed. Working Groups are judicious regarding the papers, positions and submissions they propose the Alliance writes, with a view to being proactive rather than reactive.

Purpose

Working Groups are established for a specific purpose and approved by Members. Each Working Group established has an agreed purpose and Terms of Reference based on the template that are recorded in the Membership Quarterly Meeting Minutes.

Terms of Reference

Any Member can propose the formation of a Working Group and leads the formation phase of Working Group establishment. All Members are eligible to join any Working Group formed.

Each Working Group should, where possible, have at least one representative from each of the four constituency groups. At the first meeting of each Working Group, a Chair is to be appointed by its Members.

A Terms of Reference for the Working Group should be developed using the template for approval by the Full Membership.

Templates for Use by Working Groups

Templates for the Terms of Reference and Standing Agenda are provided for use by Alliance Working Groups to ensure consistency as well as flexibility when Working Groups are established.

Draft Working Group Terms of Reference template

Each Working Group established by the Alliance appoints a Chair at the first meeting if not appointed by the Alliance when the Working Group was confirmed and finalises the details of the Terms of Reference according to this template.

National Aged Care Alliance (insert topic) Working Group

Purpose

The (insert topic) Working Group is established by the National Aged Care Alliance to develop a position or policy response to progress Alliance work on (insert topic).

Structure

The (insert topic) Working Group reports directly to the Alliance through a written report to each quarterly meeting. The Working Group seeks to have at least one Member from each constituency group. Record

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keeping, report writing, and communication tasks are shared among participating Members. Meetings are held by videoconference or teleconference.

Membership and Tenure

All Alliance Member organisations are eligible to participate in the (insert topic) Working Group. The Working Group term is for a TBC month period (include deadline if one exists) and Member terms are open for the period of the Group's operation.

Role and Responsibilities of the Working Group Chair

The Chair is responsible for:

- Convening and chairing meetings of the Working Group including setting meeting schedules, agendas and record keeping
- Being clear at all times if they step out of the Chairing role to speak for their constituency
- Facilitating the Group's compliance with the Alliance Code of Conduct and all Alliance requirements
- Allocating tasks among Group members
- Communicating with the Alliance using a brief written report on the Group's activities and progress to be included with meeting papers

Role and Responsibilities of Working Group Members

Members of the (insert topic) Working Group agree to:

- Being active participants and complying with the Alliance Code of Conduct

Draft Standing Agenda Template

Meetings to be held by MS teams or Zoom or teleconference: (include URL or dial in details)

Date: TBC

Time: (example only) 1.30 to 2.30 (AEST)

Attendees:

Item #	Timing	Topic	Presenter
1	1.30	Acknowledgement of Country, Welcome & apologies Conflicts of interest	Chair
2	1:40	Meeting Task 1	Chair
3	2:00	Meeting Task 2	Chair
4	2:25	Meeting close and next meeting	Chair

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Section 6.   Consensus decision-making model

The National Aged Care Alliance (the Alliance) uses a Consensus decision-making approach, which aims to provide robust and influential decisions with a single, united voice that recognises and embraces the diversity of perspectives of its Members.

Special provision is made to ensure that the lived experience and diverse characteristics of older and ageing people are represented in the Consensus model.

The Alliance supports the utilisation of useful tools, such as the Consensus Decision-Making Process, which are used to quickly identify, test and deal with barriers to consensus. Two key examples from the Program on Negotiation at Harvard Law School are summarised below.

The Alliance uses approaches to ensure areas of disagreement or divergence are identified and worked through with an experienced facilitator. Where areas of disagreement remain, these are documented, and public statements account for the elements of disagreement and show how a resolution has been reached. The Consensus decision-making model thus provides the flexibility to acknowledge a divergence of views within strong, agreed positions.

Support of a majority of Member organisations of each of the four constituencies is required for any action by the Alliance. Each of the four Constituencies ensures that their member organisations work through any disagreements early in the decision-making process. Individual members have the option to remove their logo from published materials if they dissent.

What is Consensus Building?

This resource material is edited from the Program on Navigation, Harvard Law School at:

- https://www.pon.harvard.edu/tag/consensus-building/

Consensus building is a process involving a good-faith effort to meet the interests of all stakeholders and seek a unanimous agreement. A consensus building approach allows groups to reach an overwhelming agreement among relevant stakeholders and maximise possible gains to everyone.

Groups that focus on making decisions through consensus building see its value in achieving the best possible outcome for all parties and tend to reach agreements that are more stable, more efficient, and wiser than groups that make decisions through majority rule.

There are five essential steps for consensus building in group negotiations:

- **Include the right people and set expectations.** Take time to assess who will be affected by a deal. Ensure that those present have a solid understanding of the substance and context of the negotiation.
- **Assign roles and responsibilities.** Negotiate the ground rules that will govern your problem-solving effort and assign responsibilities.

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- **Engage in group problem solving.** The group aims to craft a "single text" package that meets everyone's needs before seeking firm commitments.
- **Reach agreement.** Maintain effective communication and build strong relationships.
- **Hold people to their commitments.** Because surprises are inevitable, implementation is often the hardest stage in any negotiation.

Four Conflict Negotiation Strategies for Resolving Value-Based Disputes

This resource material is edited from the Program on Navigation, Harvard Law School at:

- https://www.pon.harvard.edu/daily/dispute-resolution/four-negotiation-strategies-for-resolving-values-based-disputes/

In value-based disputes there are four practical steps that negotiators can take to tone down particularly contentious negotiations and help talks move forward in a constructive manner. Here are four conflict negotiation strategies for resolving values-based disputes:

- **Consider interests and values separately:** Separate the person from the problem and engage issues individually at the negotiation table. Determine what worth your counterpart attaches to their positions and bargain accordingly.
- **Engage in relationship-building dialogue:** Build relationships through establishing rapport or common cause, bringing your counterpart to your side while helping yourself to understand their interests and values at the negotiation table.
- **Appeal to overarching values:** Appealing to common or shared values can help bridge the gap at the bargaining table by bringing you and your counterpart closer together in terms of bargaining interests. By establishing a common negotiating ground, you can begin to create value (and claim more value) using integrative negotiation strategies.
- **Confront value differences directly:** The areas where you and your counterpart do not see eye-to-eye are areas of growth and opportunities for value creation. Understanding your differences, you can best work to reconcile them in order to achieve bargaining success.

Even in cases where resolution of a dispute is not possible, these four approaches will allow for greater understanding between parties and clarify where the differences of identity and values lie. In many cases, however, following these steps will help ensure that a values-based dispute can be negotiated successfully.

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Section 7.   Ensuring transparency about interests

Objective

The Alliance aims to ensure that Member representatives are aware of their obligation to disclose any conflicts of interest that the Member organisation and/or the Member's representative may have relevant to the meeting agenda. The Alliance will ensure that perceived, potential and/or actual conflicts have a mechanism to ensure they can be efficiently and effectively disclosed and provide a process to manage conflicts as required.

Policy

The Alliance recognises that items discussed by a particular meeting of the Alliance may involve matters in which the member organisation, or their individual representative have a specific interest..

Conflicts of interest are common, and they do not need to present a problem to the Alliance as long as they are openly and effectively managed.

It is the policy of the Alliance that ethical, legal, financial or other conflicts of interest be avoided and that any such conflicts (where they do arise) do not conflict with the operations of the Alliance.

The Alliance manages conflicts of interest by requiring:

- All meetings of the Alliance to include a 'conflicts of interest' section on the agenda to facilitate active declarations of conflicts. This includes all Quarterly Meetings of the Alliance and meetings of the Steering Committee, Strategic Priority Groups and Working Groups;
- Representatives of Members to identify and disclose any interests of the member organisation and/or individual representative at the opening of all Alliance meetings;
- Representatives of Members to identify in their declaration how they propose to avoid and/or manage any conflict of interests; and
- Seek agreement from participants in the meeting to the proposed management approaches.
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Definition of conflicts of interests

A conflict of interest occurs when a Member's own organisational or personal interests' conflict with their responsibility to act in the best interests of the Alliance.

Personal interests include direct interests, as well as those of family, friends, or other organisations a person may be involved with or have an interest in (for example, as a shareholder).

It also includes a conflict between a Member representative's duty to the Alliance and another duty that the Member representative has (for example, to their employing organisation). A conflict of interest may be actual, potential or perceived and may be financial or non-financial.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the Alliance, and must be managed accordingly.

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Identification and disclosure of conflicts of interest

In cases where Member representatives at Alliance meetings or Committee meetings have material knowledge about a presentation topic or speaker that may be, or lead to, a conflict of interest for them or their organisation, the possible conflict should be disclosed at the commencement of the meeting, along with the action proposed to be taken to manage the conflict of interest.

Once an actual, potential or perceived conflict of interest is identified, it must be recorded in the minutes of the meeting where taken.

Managing conflicts of interest

Members m`ay avoid and/or manage conflicts by:

- Removing themselves from the relevant discussion of the meeting,
- Removing themselves from the consensus process to finalise relevant alliance position,
- Note their perceived conflict in the minutes but actively participate in all alliance processes.

Compliance with this policy

If the Alliance Steering Committee has a reason to believe that an individual or organisation subject to the policy has failed to comply with it, it will investigate the circumstances.

If it is found that the individual or organisation has failed to disclose a conflict of interest, the Alliance may take appropriate action that is proportionate to the seriousness of a breach.

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Section 8.   Grievances and Dispute Resolution

The Code of Conduct of the National Aged Care Alliance (the Alliance) defines the principles and culture of the Membership and Member behaviour. Members commit to adhering to the Code of Conduct(Attachment B) as a condition of Membership.

The Alliance uses a Consensus decision-making model (see Operations Manual - Section 6: Consensus decision-making model) which shows how the Alliance works to achieve consensus but also allows for divergent views to be presented.

Individuals participating in Alliance activities for their Member organisations have responsibilities to those organisations, as well as to the constituency group of which they are Members. The Steering Committee has a role to proactively identify potential grievances between member organisations and/or individual representatives of member organisations.

The Alliance believes in reaching consensus by finding and maintaining common ground between Members and building positions of strength to enable the Alliance's work to reform complex systems to continue.

The Alliance is committed to resolving grievances and disputes promptly, fairly and confidentially. The Alliance encourages all stakeholders to resolve any issues or concerns that they may have as close to the source as possible, with graduated steps for further discussions and resolution at higher levels of authority as necessary.

The Alliance is committed to supporting and encouraging the use of restorative justice within the Alliance in order to recognise harm, restore relationships and to identify future intentions. The Alliance encourages the use of restorative approaches to manage conflict and tensions by focusing upon repairing harm and strengthening relationships.

Grievances will be treated seriously, and procedural fairness will be maintained to all parties involved during any investigations.

Disputes between Members that cannot be resolved through the Consensus approach or close to the source and that are material to the work of the Alliance, shall be escalated to the Steering Committee Chair, or their nominee, for mediation, provided both parties have previously made their best endeavours to reach consensus.

If mediation between the parties by the Steering Committee Chair does not result in resolution, the Steering Committee determines if there has been a breach of the Code of Conduct, for example, conduct likely to bring the Alliance into disrepute. If there has been such a breach, the Membership of one or both parties may be terminated based on a recommendation by the Steering Committee to the Membership.

If the dispute remains between two Member organisations and is not material to the work of the Alliance, the Steering Committee refers the matter back to the leadership of the Member organisations.