

**Northern Sydney Regional Mental Health, Suicide Prevention and Alcohol and Other Drugs
Leadership Group**

Terms of Reference

Purpose

The Northern Sydney Mental Health, Suicide Prevention and Alcohol and Other Drugs Regional Plan (the Regional Plan) was developed by Northern Sydney Primary Health Network (NSPHN) and Northern Sydney Local Health District (NSLHD) in collaboration with local stakeholders. The Regional Plan has been informed by extensive consultation with local service providers, clinicians, people with a lived experience, carers, and community members to explore local issues and determine actions for inclusion within the Plan.

The purpose of the Northern Sydney Regional Mental Health, Suicide Prevention and Alcohol and Other Drugs Leadership Group (the Regional Leadership Group) is to support delivery of the actions outlined in the Regional Plan and enable key stakeholders from the health, community, and social sectors.

The Regional Leadership Group will be responsible for:

- Oversight of the implementation and evaluation of the Regional Plan
- Regular reviews of the Regional Plan to ensure alignment with broader Commonwealth and NSW strategies and directions including oversighting a mid-point review
- Facilitation of strong partnerships and effective communication between agencies and organisations within the Northern Sydney region to improve mental health, suicide prevention and alcohol and other drugs health outcomes
- Establishing working groups reporting into the Regional Leadership Group for specific purposes or activity areas

The term of this Regional Leadership Group will (in alignment with the Regional Plan) be from 2021 – 2026 and is subject to annual review.

The Regional Leadership Group will best endeavours establish a regional forum biannually. Chairing of this forum will be shared between agencies with each meeting having a specific focus e.g., older people, children and young people, housing, and homelessness.

Functions

The Regional Leadership Group will provide oversight of the development, implementation, monitoring, and review of the region plan, including:

- Provisions of guidance and direction on the scope, expected outcomes and implementation of the Regional Plan
- Be the governing body for all working groups
- Identify issues or areas of strategic importance relating to the success of the Regional Plan
- Review and approve key Regional Plan documentation
- Monitor and support progress, and report key milestones as required

- Act as representatives of major stakeholders by sharing Regional Plan information between areas they represent
- Monitor and respond to risks related to the implementation of the Regional Plan
- To actively pursue resource opportunities to assist with implementation

Governance

The Regional Leadership Group formally reports to the NSPHN and NSLHD Joint Executive through the provision of the communique following each meeting.

Steering Committee

A joint Steering Committee comprised of key stakeholders of NSPHN and NSLHD oversaw the development of the Regional Plan. Representatives from the Steering Committee will continue to meet monthly to support the implementation of the Regional Leadership Group during its first year of operation, until such time as deemed necessary pending an annual review.

Membership

The membership of the Regional Leadership Group is described below:

- Lived experience representative x 2
- Carer representative x 2
- Director, Mental Health Drug and Alcohol, NSLHD
- Clinical Director, Mental Health Drug and Alcohol, NSLHD
- General Manager, Commissioning and Partnerships, NSPHN
- Representative from Community Managed Organisation x 3 (representing mental health, suicide prevention and alcohol and other drugs)
- Representative from Department of Communities and Justice
- Representative from NSW Department of Education
- Representative from Catholic Schools NSW
- Representative from Independent Schools NSW
- Representative of the primary care sector
- Director Primary and Community Health, NSLHD
- Mental Health Drug and Alcohol Commissioning Manager, NSPHN
- Representative from private mental health services
- Representative from community housing
- Representatives from local councils
- Representative from NDIA
- Clinical Partnerships Consultant, NSLHD

Members will have sufficient decision-making capacity in their respective organisations. This will generally be executive or director level positions.

Other members that may join during Regional Plan development and review periods:

- Health Services Planning representative, NSLHD
- Director, Operations Integration, NSLHD
- Member of the NSPHN Commissioning and Partnerships team

The NSPHN General Manager Commissioning and Partnerships and NSLHD Director Mental Health Drug and Alcohol will chair alternating meetings.

The maximum term of office for people with lived experience and carer representatives is two years. To ensure continuity, one person with lived experience and one carer representative position will be declared vacant annually (if or when they have served two years). Prior to a representative reaching two years an EOI process for the position will be held. Existing representatives can re-nominate.

There will be a two-year term limit for positions nominated by EOI.

Other participants

The Regional Leadership Group may identify additional external parties to attend a meeting. However, such persons do not assume membership or participate in any decision-making processes of the Regional Leadership Group.

Subject matter experts and representatives will be requested to attend to inform decisions and discussion as required.

Meeting Schedule

Meetings will be held bi-monthly with flexibility to meet more frequently in response to arising regional issues or needs.

Appendix One

The Northern Sydney Regional Mental Health, Suicide Prevention and Alcohol and Other Drugs Plan (the Regional Plan)

The Regional Plan has a five-year focus (2021 - 2026) and will guide high quality decision making, ensuring that resources are targeted to best respond to local mental health, suicide prevention and alcohol and other drug needs.

The Regional Plan is a foundational document which aims to strengthen regional partnership and integration to support a more effective, human-centred service system, and help ensure resources are targeted to best respond to local mental health, suicide prevention, and alcohol and other drug needs. The identified priorities and actions recognise existing initiatives and collaboratives within Northern Sydney and seek to build upon these to develop a region-wide partnership-based approach to addressing complex issues which require multi-agency cooperation and alignment.

Guiding principles

The following principles guide the work of the Regional Leadership Group. The Regional Leadership Group will:

- actively engage and involve – collaborate, co-design, co-lead and co-deliver activities in partnership with people with a lived experience and carers
- make decisions based on best available evidence for effective practice
- have the courage to innovate to achieve outcomes
- trial new approaches and new ways of working
- continuously monitor and evaluate its work and share with others
- operate transparently and regularly communicate with relevant stakeholders and the Northern Sydney community
- support innovative models and ways of working together across human services that reflect a shared purpose

Risk management

A proactive approach to integrated risk management will underpin the business of the Regional Leadership Group. The Regional Leadership Group will:

- identify risks and mitigating strategies within a formal risk management framework associated with the implementation of the Regional Plan
- implement processes to enable the Regional Leadership Group to identify, monitor and manage critical risks as they relate to the functions of the Regional Leadership Group
- Ensure that there is an appropriate risk escalation process in place

Conflicts of interest

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 decisions based on, or affected by, these influences, rather than in the best interests of the Regional Leadership Group and must be managed accordingly.

Conflicts of interest will be managed by requiring members to:

- avoid conflicts of interest where possible
- identify and disclose any conflicts of interest
- carefully manage any conflicts of interest, and
- follow this [policy](#) and respond to any breaches.

Once the conflict of interest has been appropriately disclosed, the Regional Leadership Group (excluding the member disclosing and any other conflicted member) must decide whether those conflicted board members should:

- vote on the matter (this is a minimum),
- participate in any debate, or
- be present in the room during the debate and the voting.

Subcommittees

As required, subcommittees may be established on a time-limited basis to support the functions of the Regional Leadership Group and/or to further develop activities articulated in the Regional Plan.

Quorum

A quorum will comprise half of the actual members, including the Chair, plus one.

Out-of-session papers

Urgent matters can be progressed out-of-session with the agreement of the Regional Leadership Group.

Communication

Existing local and regional interagency meetings will be utilised to provide input into the deliberations of the Regional Leadership Group and to communicate about its work. Members of the Regional Leadership Group may be called on to present about the work of the Regional Leadership Group and the Regional Plan, as agreed by the Regional Leadership Group or Chairs.

If required, the Chairs are the presumed media spokespeople for the Regional Leadership Group, as per their organisations' media policies. They may authorise other members to take on this role as

required. Any media enquiries should be directed to the Chairs via the secretariat. Media comment should be restricted to the collective work of the Regional Leadership Group and not on behalf of individual organisational members.

Performance

The Regional Leadership Group will undertake an annual self-assessment of its performance to ensure that the Regional Leadership Group remains fit for purpose and to identify and action any areas in which the effectiveness of the Regional Leadership Group could be improved. The Terms of Reference and membership of the Regional Leadership Group will also be reviewed at this time.

Confidentiality

Members of the Regional Leadership Group may from time-to-time be in receipt of information that is regarded as 'commercial in confidence', 'security in confidence' clinically confidential or have privacy implications. Members acknowledge their responsibility to maintain confidentiality of all information that is not in the public domain. Members will maintain the Regional Leadership Group papers in a confidential manner separate from any other business or responsibilities of the member.

Secretariat

Secretariat support will be provided by the PHN. The Secretariat will be responsible for the preparation and circulation of the meeting agenda and accurately minuting all decisions of the Regional Leadership Group, in consultation with the Chair. The Secretariat will also be responsible for the timely tabling of all correspondence, reports, and other information relevant to the Regional Leadership Group's activities.

Relationship to other partnership groups, interagencies and subcommittees

Several partnership/working groups, interagencies and subcommittees exist or may be created to develop and implement parts of the Regional Plan. These groups will provide updates on progress to the Regional Leadership Group and will be able to escalate issues to the Regional Leadership Group, particularly 'whole of system' issues.

Document History

Version	Date	Author	Nature of Amendment
1.0	18.05.2021	Craig Parsons	First Draft Release

1.1	22.06.2021	Craig Parsons	Second Draft Release
1.2			