



Strategic Advisory Committee – Terms of Reference

v2:11 March 2024

Overview

The [Australian Living Evidence Collaboration](#) (ALEC) is led by Cochrane Australia within the School of Public Health and Preventive Medicine at Monash University. All corporate governance responsibilities reside with Monash University.

The Committee's substantive role is to review and advise on the strategic direction and performance of ALEC, and to support ALEC to achieve its purpose.

Committee members will participate in scheduled meetings and discussion and liaison with their peers and constituents to provide input and feedback to the ALEC Directors and Executive Team.

The ALEC Strategic Advisory Committee will operate consistent with best practice governance approaches. These Terms of Reference outline the responsibilities and operating procedures of the Committee, and shall be reviewed by the Committee at least every two years.

(Refer Appendix A for governance structure)

Committee Responsibilities

The ALEC Strategic Advisory Committee will:

- Provide strategic guidance to the ALEC Executive team on how best to achieve ALEC's mission and vision
- Contribute to development of the ALEC annual work plan
- Identify opportunities for sector collaboration for new and existing ALEC projects
- Provide sector insights and context to help the ALEC Executive best position ALEC for Federal and State Government government funding and grant opportunities
- Advocate for living clinical guidelines with external networks and provide introductions for new opportunities to benefit ALEC's long-term strategy

Membership

The ALEC Strategic Advisory Committee comprises 12-14 members providing expertise across the breadth of ALEC activities, as well as ex officio roles from representatives of the ALEC Executive (including the Clinical Director, Academic Director, Operations Manager - secretariat), and a representative of Cochrane Australia/Monash University.

Process for appointment for Committee members:

- An open Expression of Interest (EOI) process will be held to initially establish the Committee. Members will be appointed by discussion between the Chair and the ALEC Directors, in consultation with the Deputy Head of School (Research), from the School of Public Health and Preventive Medicine.

(Refer to Appendix B for Skills Matrix)

Chair responsibilities

The Chair acts as an important link between the Committee and ALEC via the ALEC Directors. The Chair is appointed by ALEC Directors, in consultation with the Deputy Head of School (Research), from the School of Public Health and Preventive Medicine.

The Chair will:

- conduct meetings according to the agenda
- ensure that all members are encouraged to provide input throughout meetings
- ensure that any recommendations are adequately resolved and agreed to by the members
- alert the Committee in advance of any major strategic issue coming up for discussion in the Committee, to enable members to decide whether they wish to attend
- support the ALEC Directors with:
 - o any major strategic matters that will have ALEC, University or sector wide consequences, or significant media attention
 - o any issues about which the Committee is unable to reach a consensus
 - o questions of resourcing that are appropriate to be determined by the Committee because of the impact on other matters of strategic significance.

Operating Procedures

- Frequency of meetings
The Committee will meet four times per year. The Committee Chair may convene other meetings as considered necessary. Meetings will usually be held virtually.
- Conduct of meetings
A meeting may be held by the Committee members communicating with each other by any technological means by which they are able simultaneously to hear each other and participate in discussion.

The Committee may invite additional members to attend meetings from time to time, depending upon the matters being considered at a meeting.

- Terms of members
Members are appointed initially for two years, with the option of re-appointment. This flexibility in term will accommodate both a staggered turnover of membership and retention of expertise. Committee membership will be reviewed in the last six months of each funding cycle for member participation, and capacity to contribute.

Secretariat

Secretariat services to the Committee, including assisting with agenda setting, compiling, and circulating the agenda and relevant papers to Committee members prior to each Committee meeting, taking meeting minutes and overseeing action items arising from meetings are the responsibility of the ALEC Operations Manager.

Minutes of meetings

The draft minutes of each Committee meeting will be circulated within 7 days after the meeting and will be confirmed at the next meeting.

Standing Agenda

The Standing Agenda is set out below:

1. Acknowledgement of Country
2. Attendance and apologies
3. Conflict declarations
4. Review of action registers
5. Items for discussion
6. Items for noting
7. Other business
8. Next meeting.

The agenda will include “starred” items (*) to indicate items for discussion. Any agenda items that are un-starred are for Committee noting without discussion. Such un-starred items will include those deemed to be straightforward by the Chair and ALEC Directors. An opportunity for a member to “star” any unstarred agenda items will be provided at the commencement of each meeting.

Conflicts of Interest

In accordance with Monash University’s Conflict of Interest Procedure, Committee members must declare all potential, perceived and actual conflicts of interest at appointment and at the start of each Committee meeting. The Chair of the Committee will advise if the member is to refrain from participating in any discussion or decision-making process. Any conflict of interest, and the approach to managing the impact, will be recorded in the Minutes.

Amendment and Variation

The Terms of Reference may be amended, varied, or modified in writing after consultation and agreement by the Committee members and ALEC Directors.

Confidentiality and Privacy

In accordance with Monash University’s Data Protection and Privacy Procedure, all non-public information that Committee members acquire in the course of performing their duties should be treated as confidential, which obligation continues to apply when a member no longer serves on the Committee. Other than as authorised by Monash University or ALEC or as required by law, Committee members shall not divulge such confidential information, use or appear to use such confidential information for personal

advantage or for the advantage of a third person. Any personal information shall be treated in accordance with the Data Protection and Privacy Procedure.

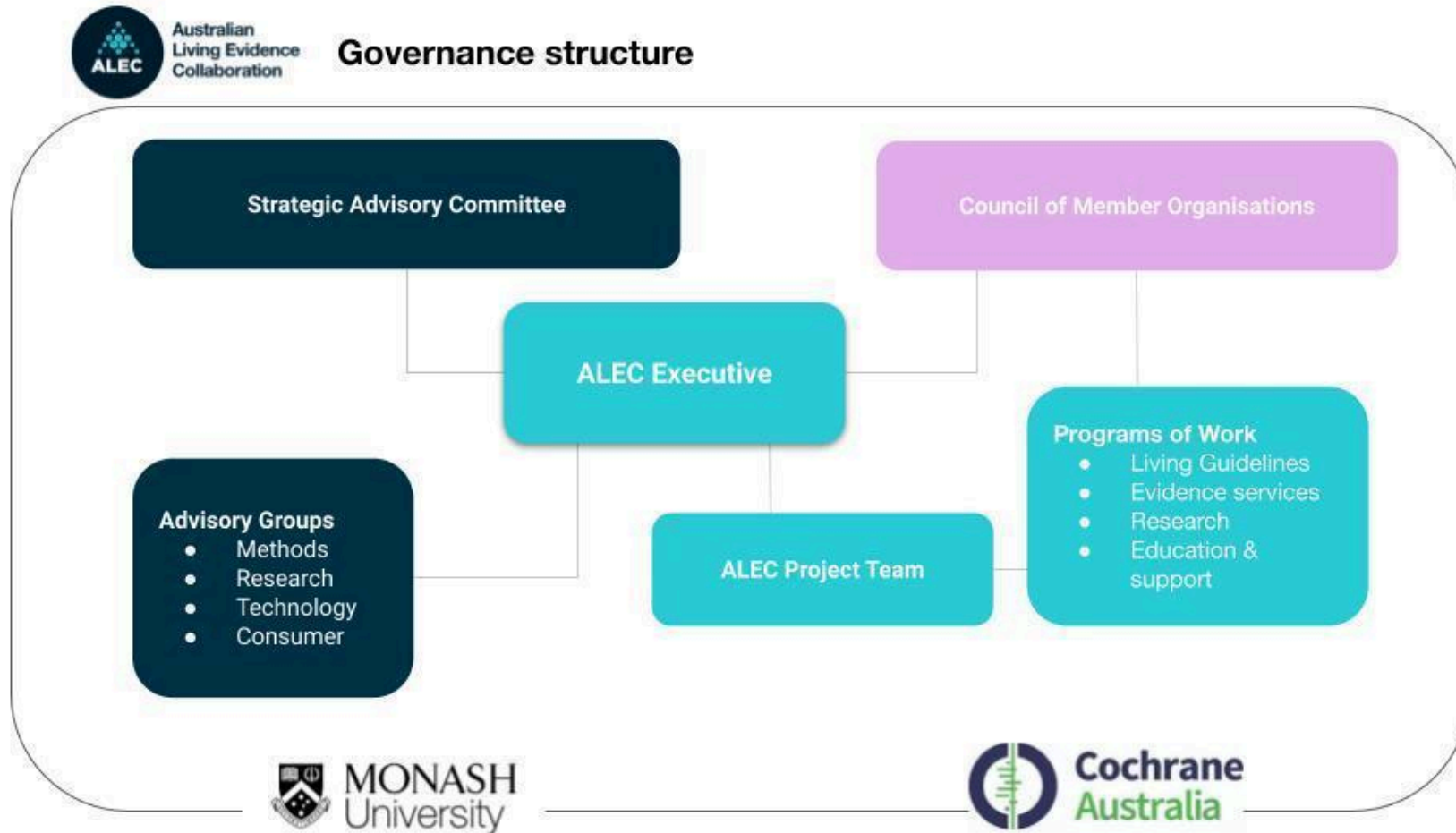
Committee Advisory Groups

Strategic advice to the Committee and ALEC Directors will be provided by four principal Advisory Groups:

- Methods Advisory Group
- Technology Advisory Group
- Consumer Advisory Group
- Research Advisory Group.

Each Advisory Group will have their own TOR with detailed information about roles and responsibilities.

Appendix A: ALEC Governance structure



Note: The ALEC Executive comprises the ALEC Clinical and Academic Directors together with the Executive Management team. It is responsible for all strategic and operational decision making and is governed by Cochrane Australia and Monash University.

Appendix B: ALEC Strategic Advisory Committee Skills Matrix

It is proposed that the skills and attributes required of Committee Members can be broadly categorised as follows:

- sector skills (that is, skills relevant to the sector in which ALEC predominantly operates)
- personal attributes or qualities that are generally considered desirable to be an effective member.

In addition, the Committee as a whole should also encompass desirable diversity in aspects such as gender, age, or different perspectives relative to the skills and attributes noted above.

ALEC will annually review the composition of the Committee against criteria set out in the skills matrix (as below) and will make recommendations for changes to ensure the requirements are met.

Sector skills

Skill area	Description	Importance of Skill (essential, desirable, able to rely on external advice)
Expertise in Advocacy for living evidence	Have the ability to introduce and develop opportunities or use their knowledge and networks for the benefit of the ALEC's long-term strategy	Essential
Expertise in Philanthropy	Have the ability to provide leadership and expertise to connect ALEC projects with new philanthropic funding opportunities. Provide direction and review of philanthropic pitch documents.	Essential
Expertise in Health Policy	Engaged in the business of, or experienced in, the process of policy creation, development and review – particularly in regard to implementation coordination within government and health services.	Essential
Expertise in Technology for living evidence	Engaged in the business of the development or use of technology for the purpose of living evidence/guideline development and/or	Essential

Skill area	Description	Importance of Skill (essential, desirable, able to rely on external advice)
	dissemination	
Expertise in Living Methodology	Engaged in the development and enhancement of living evidence/guideline methodology	Essential
Expertise in Consumer engagement for living evidence	Engaged in the business of consumer engagement, preferably with expertise in consumer engagement for the purpose of living evidence/guideline development and/or dissemination	Essential
Expertise in Research and evaluation of living evidence	Engaged in the business of researching or evaluating the process, methods, outputs, outcomes and impacts of living evidence/guideline development and/or dissemination	Essential

Personal attributes

Attribute	Description
Integrity (ethics)	<p>A commitment to:</p> <ul style="list-style-type: none"> ● understanding and fulfilling the duties and responsibilities of a member, and maintaining knowledge in this regard through professional development ● putting ALEC's interests before any personal interests ● being transparent and declaring any activities or conduct that might be a potential conflict ● maintaining Committee confidentiality
Influence and negotiator	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain broad stakeholder support for the Committee's decisions

Critical and innovative thinker	The ability to critically analyse complex and detailed information, readily understand key issues, and develop innovative approaches and solutions to problems
Leader	Leadership skills including the ability to: <ul style="list-style-type: none"> • appropriately represent ALEC • set appropriate Committee and ALEC culture • make and take responsibility for decisions and actions

Diversity and non-skills based criteria

Criteria	Description
Gender	Gender representation should be sought for the Committee to reflect the Monash University's gender diversity policy
Geographic and cultural diversity	Where possible, diversity on the Committee should be reflective of ALEC's geographic and cultural footprint
Age	Some age diversity should be sought among directors to bring different generational perspectives to the Committee's deliberations
Previous Committee experience	The Committee should collectively comprise members who demonstrate competence and experience at Committee level and/or who have completed formal training in directorship/governance