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## DISCUSSION PAPER: OUT-OF-SESSION 3/2013

### Operating Model for the GIA Secretariat

#### Recommendation

The participants of the GIA Biosecurity Forum, as potential Deed Signatories, are asked to consider the proposed operating model for the GIA Secretariat, integrating its role and function, and provide advice to the Interim Governance Body (IGB) on the:

- a. Proposed activities
- b. Accountability
- c. Performance review
- d. The Secretariat role in Operational Agreements – development and delivery
- e. Status of the Secretariat as the independent ‘custodian of the Deed’ with a key role in ensuring the Deed is implemented consistently and with a focus on achieving GIA/Deed outcomes
- f. Any others?

Feedback on the proposed operating model is requested by COB 7 February 2014 and should be provided by email to [secretariat@gia.org.nz](mailto:secretariat@gia.org.nz). A template for comments is attached to assist with feedback.

The consolidated outcomes of the consultation will be presented at the GIA Biosecurity Forum on 5 March 2014.

#### Introduction

The final Deed makes reference to the role and function of the GIA Secretariat but is not highly prescriptive of its duties. The Secretariat role is to facilitate the implementation of the partnership described in the Deed.

The GIA Secretariat has been operating since October 2012 under the guidance of the IGB. With the commencement of the Deed, the Secretariat will be accountable to Deed Signatories through the Deed Governance Group for the performance of its responsibilities. It is required to base some, but not all, of its activities on those of this Group. However, the Deed also requires the Secretariat to facilitate the negotiation and drafting of Operational Agreements and to work with OA Signatories to facilitate delivery of agreed outcomes.

The Secretariat provides a repository for shared knowledge, presumably through administrative processes to develop and capture policy, best practice and knowledge accrued through operation of the Deed that achieve better biosecurity outcomes. It also has a role in the reconciliation and collection of costs and payments associated with response activities.

The operating model for the Secretariat has been developed by the IGB for consideration by potential Deed Signatories. Operating rules will be drafted when the model preferred has been agreed.

The proposed model has taken into account comments on the draft Deed and their handling by the Joint Working Group.

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### **Proposed GIA Secretariat Operating Model**

The operating model of the Secretariat can be summarised in the following principles:

#### **Role**

1. The GIA Secretariat is independent of government and the industry organisations it serves.
2. It actively facilitates and, where necessary, drives the implementation of the partnership described in the GIA Deed.
3. It acts in the interests of all Signatories [*Deed ref. 4.2.1*].
4. Its role and function will be reviewed by the DGG by 30 June 2017 [*Deed ref. 4.2.5*].

#### **Governance and administration**

5. It is accountable to the Deed Governance Group (DGG) for the effective and efficient performance of its responsibilities [*Deed ref. 4.2.3*].
6. It is funded by MPI until 31 December 2019 [*Deed ref. 4.2.4*].
7. Its performance is formally assessed annually by the DGG.
8. The capacity and capability of the Secretariat is appropriate to deliver its responsibilities and functions and will be reviewed periodically by the DGG to this effect.
9. The Secretariat Manager is responsible for appointing and monitoring the performance of Secretariat staff.

#### **Responsibilities**

10. The Secretariat's responsibilities as outlined in the Deed [*Deed ref. 4.2.2*] include, but are presumably not limited to:
  - a. Facilitating the negotiation and drafting of Operational Agreements between Signatories.
  - b. Facilitating ongoing engagement in readiness and response activities between Operational Agreement Signatories, in support of delivering agreed outcomes.
  - c. Supporting and advising the Governance Group in its responsibilities as described in this Deed.
  - d. Developing policies and procedures for approval by the Governance Group.
  - e. Providing a repository for shared information.
  - f. Calculating activity costs and payments for consideration and agreement by the relevant Signatories.

#### **Functions**

11. The Secretariat will:
  - a. Prepare an annual work plan and budget for DGG consideration and endorsement
  - b. Identify key result areas for the Secretariat as the basis for monitoring delivery of the work plan

- c. Provide the DGG with regular progress reports on delivery of the work plan and expenditure updates against agreed budget [*Deed ref. 4.2.2d*]
- d. Develop policies and processes that facilitate effective implementation of the Deed, for DGG approval
- e. Ensure that policies and processes are available to all Signatories, generally in the Handbook and via the GIA website
- f. Provide advice to the DGG on its responsibilities and support its operation [*Deed ref. 4.2.2c*]
- g. Participate in annual performance and review processes instituted by the DGG
- h. Administer Deed processes including the arrangements for organisations to sign the Deed, contact lists, withdrawal notifications [*Deed ref. 4.4*] and any other duties described in the DGG Operating Rules or as directed by the DGG
- i. Facilitate the collation of information on costs incurred in a biosecurity response, as agreed by the affected Signatories in the response plan budget [*Deed refs. 4.2.2f; 5.2*]
- j. Coordinate the calculation of the total cost of the activity and any amounts due from one Signatory to another for consideration and agreement by the Signatories
- k. Organise the biannual Biosecurity Forum on behalf of the DGG, including coordinating the agenda, speakers, discussion/issues papers, reports and actions arising from each Forum
- l. Coordinate and/or provide facilitation services to enable the negotiation of an Operational Agreement, at the request of the parties [*Deed ref. 4.2.2a*]. This excludes any implementation or maintenance of operational plans unless requested by a Signatory and agreed in the Secretariat work plan by the DGG
- m. Provide other services that assist the development and delivery of Operational Agreements by agreement between the Secretariat and the parties
- n. Work with OA Signatories to ensure that the readiness and response outcomes agreed in respective OAs are delivered [*Deed ref. 4.2.2b*]
- o. Capture, record and curate readiness and response experience gained through implementation of the Deed - for future reference and as the basis for continuous improvement of the Deed processes [*Deed ref. 4.2.2e*]
- p. Maintain a register of OAs, the OA template and guidance to facilitate efficiency and consistency of process and negotiated Agreements
- q. Develop communications material in consultation with potential Deed Signatories, to assist their engagement with members on signing and implementing the Deed to achieve better biosecurity outcomes
- r. Enable communications between Signatories for information exchange on matters relevant to achieving better biosecurity through the GIA
- s. Support any accountability processes that may be agreed by Deed Signatories. [*Deed ref. 3.1.1e*]

## **Background**

With the Deed nearing completion and several industry organisations likely to sign the Deed by the end of 2013, transition arrangements for Deed governance will need to be implemented. These include the operational rules for the GIA Secretariat.

As these rules must accommodate the roles and responsibilities of the Deed Governance Group, it is appropriate that they develop in parallel.

Support for an operating model will allow operating rules for the Secretariat to be developed as interim arrangements that are approved by IGB and reviewed by the Deed Governance Group after it is formally constituted by Deed Signatories.

## **References**

Government Industry Agreement for Biosecurity Readiness and Response. *The Deed*. Version 1.0 June 2013

## **Attachments**

Attachment 1    Response template for comments on the proposed operating model of the Deed Governance Group

Response template for comments on the proposed operating model of the GIA Secretariat

|       | Principles   | Organisation name | Agree/ disagree | Alternative proposal | Explanation and/or comment |
|-------|--|-------------------|-----------------|----------------------|----------------------------|
| 1     | Independent entity                                   |                   |                 |                      |                            |
| 2     | Facilitates/drives implementation of the partnership | Deed              |                 |                      |                            |
| 3     | Acts for all Signatories                             | Deed              |                 |                      |                            |
| 4     | Role and function review by 30 June 2017             | Deed              |                 |                      |                            |
| 5     | Accountable to the DGG                               | Deed              |                 |                      |                            |
| 6     | Funded by MPI to 31 December 2019                    | Deed              |                 |                      |                            |
| 7     | Annual performance assessment by DGG                 |                   |                 |                      |                            |
| 8     | Capacity and capability appropriate<br>Review by DGG |                   |                 |                      |                            |
| 9     | The Manager appoints and monitors staff              |                   |                 |                      |                            |
| 10a-f | Responsibilities                                     | Deed              |                 |                      |                            |
| 11a   | Annual work plan and budget                          |                   |                 |                      |                            |
| 11b   | Define key result areas                              |                   |                 |                      |                            |

|     | <b>Principles</b>  | <b>Organisation name</b> | <b>Agree/ disagree</b> | <b>Alternative proposal</b> | <b>Explanation and/or comment</b> |
|-----|--|--------------------------|------------------------|-----------------------------|-----------------------------------|
| 11c | Regular progress reports                                   |                          |                        |                             |                                   |
| 11d | Policy and processes developed                             |                          |                        |                             |                                   |
| 11e | Policies and processes in Handbook and web site            |                          |                        |                             |                                   |
| 11f | Advice to the DGG  | Deed                     |                        |                             |                                   |
| 11g | Performance review processes                               |                          |                        |                             |                                   |
| 11h | Administration processes                                   |                          |                        |                             |                                   |
| 11i | Coordinate collation of cost information                   | Deed                     |                        |                             |                                   |
| 11j | Facilitate calculation of response activity cost etc.      | Deed                     |                        |                             |                                   |
| 11k | Organise the Biosecurity Forum                             |                          |                        |                             |                                   |
| 11l | Services to enable negotiation of an Operational Agreement |                          |                        |                             |                                   |
| 11m | Other services in an OA                                    |                          |                        |                             |                                   |
| 11n | Work with Signatories to deliver OA outcomes               |                          |                        |                             |                                   |
| 11o | Knowledge capture for continuous improvement               |                          |                        |                             |                                   |

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|     | <b>Principles</b>   | <b>Organisation name</b> | <b>Agree/ disagree</b> | <b>Alternative proposal</b> | <b>Explanation and/or comment</b> |
|-----|---|--------------------------|------------------------|-----------------------------|-----------------------------------|
| 11p | Establish and maintain processes to ensure consistency and efficiency in OA development |                          |                        |                             |                                   |
| 11q | Develop communications material for Signatory member engagement                         |                          |                        |                             |                                   |
| 11r | Enable information exchange   |                          |                        |                             |                                   |
| 11s | Participation in accountability processes agreed by Signatories                         |                          |                        |                             |                                   |

Please return by email to [secretariat@gia.org.nz](mailto:secretariat@gia.org.nz) by COB 7 February 2014.