

Calgary Fetal Alcohol Network



June 20th, 2011

Terms of Reference

Leadership Team

Committees

Working Groups

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1. Introduction

The Calgary Fetal Alcohol Network (CFAN) was formed in 2002 by a small group of health and social service providers to address issues associated with Fetal Alcohol Spectrum Disorder (FASD) in the Calgary region. Since its formation, CFAN has expanded both its activities and its membership, now including over 90 organizations in Calgary and surrounding areas. CFAN is a community-based partnership that supports organizations who serve people affected by FASD and their caregivers. Its activities are wide ranging, from promoting coordinated service delivery, to raising awareness of FASD, to allocating funds to service providers. CFAN has several funding sources, one of which is the FASD Cross-Ministry Committee (FASD-CMC).

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The expansion of CFAN's responsibilities has led the Leadership Team to update the Network Operations Model. The CFAN Operations Model represents the outcomes of their planning discussions. It defines Network foundations, outlines the Network accountability structure, articulates the core businesses and functions of the Network, describes roles and responsibilities of key stakeholders, and outlines the major processes involved in the Network's operations.

This document, the Terms of Reference, is an extension of the Network Operations Model. It describes the purpose, objectives, goals and deliverables, membership, reporting responsibilities and accountabilities of the Leadership Team, the Executive Committee, and the Granting Committee. It also includes a template that can be used when developing Terms of Reference for new committees and working groups.

2. Leadership Team Terms of Reference

2.1 Purpose

The purpose of the Leadership Team is to provide direction, leadership and overall management of CFAN.

2.2 Objectives

- The Leadership Team leads Network planning activities through an annual business planning process, and establishes and maintains Network operational policies.
- The Leadership Team ensures effective operations by securing Network funds, hiring a Network Coordinator and a Banker/Contract Manager, facilitating collaboration among service providers, and leading education and awareness activities.

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- The Leadership Team ensures quality by leading Network evaluation activities, monitoring the performance of the Network Coordinator and the Banker/Contract Manager, and receiving and approving financial and activity reports on service delivery.

2.3 Responsibilities

The Leadership Team is responsible for planning, overseeing and/or conducting the following activities. Some these responsibilities are delegated to committees and working groups.

Table 1: CFAN Leadership Team Responsibilities

Responsibilities
Planning
1. Develop a Network Operations Model that includes a structure and outlines roles and responsibilities for Network Leadership Team, Members, Coordinator, and Foundation.
2. Establish standards/guidelines for conducting an assessment of needs in the Calgary region that aligns with funder requirements.
3. Lead development of a Network Business Plan and associated documents as required by funders (i.e. FASD-CMC Grant Application). Leadership Team members should be actively involved in developing the Business Plan. The Leadership Team must approve the final version of the Business Plan.
4. Approve Network operational policies as required.
5. Hold a Year in Review Meeting.
6. Hold Special General Meetings as required.
Operations
7. Ensure a Leadership Team is in place, elected from among Network members in accordance with Leadership Team Terms of Reference.
8. Hire a CFAN Coordinator. It is understood that the Coordinator may be hired on a contract basis or “housed” within a network member organization, and that steps will be taken to ensure no actual or perceived conflict of interest is created by the Coordinator’s employment relationship.
9. Secure funds for Network operations by: <ul style="list-style-type: none"> a. Identifying potential funding opportunities; b. Determining which opportunities to pursue and developing a strategy for responding; and c. Approving funding applications.

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Responsibilities
<p>10. Ensure CFAN funds are managed appropriately by:</p> <ul style="list-style-type: none"> a. Understanding funder requirements and determine the CFAN response to changes in funding requirements. b. Establishing mechanisms to ensure CFAN funds are distributed in a manner that is fair, transparent, effective, and aligns with funder requirements. c. Establishing mechanisms to ensure services are contracted in a manner that aligns with funder requirements, including but not limited to compliance with privacy legislation. d. Establishing mechanisms for CFAN to manage changes in funding levels or deliverable requirements. e. Approving an annual budget.
<p>11. Ensure a dispute resolution process is developed and implemented.</p>
<p>12. Ensure that Network communication and information sharing protocols are established and followed.</p>
<p>13. Facilitate collaboration among community service providers by:</p> <ul style="list-style-type: none"> a. setting agenda for monthly Network meetings b. fostering collaborative projects c. identifying need for working groups and approving their Terms of Reference
<p>14. Direct education and awareness activities by:</p> <ul style="list-style-type: none"> a. approving CFAN’s involvement in learning activities b. providing expertise to development of learning initiatives
Performance Management
<p>15. Ensure that evaluations of Network-funded programs and services align with funder requirements.</p>
<p>16. Create transparent processes for funded service providers to propose changes (i.e. related to budget or deliverables) to the Contract Manager and for the Contract Manager to evaluate these requests and report them to the Network Leadership Team.</p>
<p>17. Create transparent processes for identifying and responding to issues of contract non-compliance or poor performance by funded service providers.</p>
<p>18. Identify and respond to issues that present a strategic or financial risk to CFAN.</p>
<p>19. Monitor performance of the Network Coordinator through an Executive Committee of the Leadership Team.</p>
<p>20. Monitor performance of the Foundation in completing responsibilities related to its role as the Banker and Contract Manager through an Executive Committee of the Leadership Team.</p>

Responsibilities
21.Ensure that financial and other reporting is completed in alignment with funder requirements.
22.Approve Annual Report for dissemination to CFAN members and funders.

2.4 Membership

The Leadership Team is comprised of seven to nine individuals selected through an election process from among members of CFAN. The Leadership Team is minimally made up of the following:

- 2 Co-chairs
- 3-5 additional voting members (one must not be associated with an organization that receives CFAN funding; one preferably represents a rural or Aboriginal perspective)
- Coordinator (non-voting, ex-officio member)
- 1 representative from the Banker/Contract Management organization (Voting member)

2.4.1 Election of Leadership Team Members

Nominations of Leadership Team positions are received from members of CFAN, and voted upon by the CFAN members at the Year in Review Meeting. The Leadership Team may circulate a request for nominations for Leadership Team membership among the Network membership when specific competencies are required.

2.4.2 Term of Service: Leadership Team Members

Leadership Team members serve for a term of two years with the opportunity for up to two term extensions.

2.4.3 Election of Co-Chair positions

Co-chair positions are elected from within the Leadership Team by a Leadership Team member vote.

2.4.4 Term of Service: Co-Chairs

Co-chairs serve for a term of two years with the opportunity of one term extension. The terms of the two positions are staggered to ensure continuity of the Leadership Team.

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2.4.5 Executive Committee

Co-chairs form the Executive Committee of the Leadership Team. Terms of Reference for the Executive Committee follow this section.

2.4.6 Resignation of Leadership Team Members

Resignation from the Leadership Team must be in writing and allow for one month's notice.

2.4.7 Removal of Leadership Team Members

CFAN members may request removal of any Leadership Team member before the end of his/her term. The request is submitted in writing to the Leadership Team, who may choose to call a Special General Meeting for the membership to vote on the matter.

In the event that a Leadership Team member misses three consecutive monthly Network, Leadership Team or committee/working group meetings, the member may be requested to step down from his/her role.

2.4.8 Replacing Leadership Team Members

If there is a vacancy on the Leadership Team, the remaining Leadership Team members will recruit a Member in good standing to fill the vacancy for the remainder of the term. The appointment will be made within thirty days of the vacancy.

2.4.9 Committee and Working Group participation

Voting members of the Leadership Team are expected to participate in at least one Committee or Working Group.

2.5 Accountability

The Leadership Team is accountable to all CFAN funders for leadership of the Network, directing and appropriately managing funds, monitoring the performance of the Network, and reporting on the Network actions and results. The Leadership Team is also accountable to the CFAN members who elect them.

2.6 Reporting

The Leadership Team reports to funders on the outputs and outcomes of funded programs. An Annual Report is also provided to CFAN members.

2.7 Additional Considerations

2.7.1 Meetings

Leadership Team meetings will be held monthly prior to the monthly general meetings.

2.7.2 Voting

Each voting Leadership Team Member will have one vote.

2.7.3 Decision Making

Where possible, decisions will be made on a consensus basis. Where consensus is unable to be attained, the decision will be made by a vote with majority carrying the vote.

2.7.4 Confidentiality

All discussion from Leadership Team meetings not noted in the Official Meeting Minutes will be deemed confidential.

2.7.5 Conflict of Interest

When topics arise where there is any potential for conflict of interest, the Leadership Team member will declare such and it will be noted in the official Meeting Minutes. The Leadership Team member will remove themselves from the discussion and the vote.

3. Executive Committee Terms of Reference

3.1 Purpose

The purpose of the Executive Committee is to provide direction and leadership to the CFAN Leadership Team.

3.2 Objectives

The Executive Committee sets strategic direction, identifies priority activities and ensures their completion in the following areas:

- Business Planning
- Performance Management
- Auditing

3.3 Responsibilities

The Executive Committee is responsible for planning, overseeing and/or conducting the following activities on behalf of the Leadership Team:

Responsibilities
Planning
1. Lead development of a Network Business Plan and associated documents as required by funders (i.e. FASD-CMC Grant Application). Executive Committee members should be actively involved in developing the Business Plan. The Leadership Team approves the final version of the Business Plan.
Performance Management
2. Monitor performance of the Network Coordinator.
3. Monitor performance of the Foundation in completing responsibilities related to its role as the Banker and Contract Manager.
4. Ensure that financial and other reporting is completed in alignment with funder requirements.

3.4 Membership

The Executive Committee is comprised of the Co-Chairs of the Leadership Team.

3.4.1 Election/Appointment of Chair position

The Executive Committee is chaired on a rotating basis.

3.4.2 Term of Service

The Executive Committee term parallels the term of Leadership Team Co-Chairs.

3.5 Accountability

The Executive Committee is accountable to the rest of the Leadership Team.

3.6 Reporting

The Executive Committee presents an activity report to the Leadership Team at each monthly Leadership Team meeting. Other reports will be provided to the Leadership Team on an ad-hoc basis as required.

3.7 Additional Considerations

3.7.1 Meetings

Executive Committee meetings are held monthly prior to the monthly Leadership Team meetings.

3.7.2 Voting

Each Executive Committee member has one vote.

3.7.3 Decision Making

Decisions are made on a consensus basis.

3.7.4 Confidentiality

All discussion from Executive Committee meetings not noted in the official meeting minutes will be deemed confidential.

3.7.5 Conflict of Interest

When topics arise where there is any potential for conflict of interest, the Executive Committee member will declare such and it will be noted in the official meeting minutes. The Executive Committee member will remove him/herself from the discussion and the vote.

4. Granting Committee Terms of Reference

4.1 Purpose

The purpose of the Granting Committee is to lead the distribution of CFAN funds to service providers.

4.2 Objectives

The Granting Committee ensures the transparent distribution of CFAN funds.

4.3 Responsibilities

The Granting Committee is responsible for planning, overseeing and/or conducting the following activities on behalf of the Leadership Team:

Responsibilities
Operations
1. Approve Requests for Proposals for distribution during competitive tendering processes.
2. Provide input to Expression of Interest requirements for non-competitive tendering as required.
3. Approve Expression of Interest templates and requirements during contract renewals.
4. Assess proposals and Expressions of Interest and make funding decisions.

4.4 Membership

The Granting Committee is minimally comprised of the following roles:

- Chair position is filled by the Foundation
- Coordinator (non-voting, ex-officio member)
- One member of the Leadership Team who is not associated with an organization that receives CFAN funding

The Granting Committee may also include up to four additional members, for a maximum membership of seven. Ideally, the perspectives of people from rural or First Nations/Aboriginal/Métis communities, as well as parents/caregivers of people affected by FASD, are also represented.

4.4.1 Appointment of Chair position

The Chair position is automatically filled by the Foundation.

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4.4.2 Term of Service – Chair Position

The Granting Committee Chair has an unlimited term. In the event that the Granting Chair misses three consecutive monthly meetings, the Chair may be requested to step down from his/her role.

4.4.3 Term of Service – Non-Chair Positions

Granting Committee members serve a three-year term, with the opportunity for one term renewal. The terms of the positions are staggered to ensure continuity of the Granting Committee.

4.4.4 Replacing Committee Members

If there is a vacancy on the Granting Committee, the remaining Committee members will recruit a member to fill the vacancy for the remainder of the term. The appointment will be made within thirty days of the vacancy.

4.5 Accountability

The Granting Committee is accountable to the Leadership Team. Changes to the Terms of Reference are approved by the Leadership Team.

4.6 Reporting

The Granting Committee reports to the Leadership Team when funding decisions are made.

4.7 Additional Considerations

4.7.1 Meetings

Granting Committee meetings are held as required.

4.7.2 Voting

With the exception of the Coordinator, each Granting Committee member has one vote. The Coordinator will also be removed from discussions involving applications made by his/her employer organization. All decisions of the Granting Committee will be recorded in minutes.

4.7.3 Decision Making

Where possible, decisions will be made on a consensus basis. Where consensus is unable to be attained, the decision will be made by a vote with majority carrying the vote. Quorum is 60% of voting members.

4.7.4 Confidentiality

All discussion from Granting Committee meetings not noted in the official meeting minutes will be deemed confidential.

4.7.5 Conflict of Interest

When topics arise where there is any potential for conflict of interest, the Granting Committee member will declare such and it will be noted in the official meeting minutes. The Granting Committee member will remove him/herself from the discussion and the vote.

5. Empowerment Fund Working Group Terms of Reference

5.1 Purpose

The purpose of the Empowerment Fund Working Group is to distribute financial bursaries to individuals and families living with Fetal Alcohol Spectrum Disorder in order to increase and promote their opportunities for growth.

5.2 Objectives

The Empowerment Fund provides a maximum of \$5000 fundraised dollars back to the FASD community per year as long as the funds are available.

5.3 Responsibilities

Responsibilities
Operations
1. Develop advertising material and plain language application form.
2. Develop the ranking process and update as necessary.
3. Review applications.
4. Distribute financial bursaries according to the distribution considerations outlined below.
5. Develop reporting process and report at the Year in Review Meeting.
6. Announce the bursary amount at the CFAN Fundraiser event.

5.4 Membership

The Working Group membership will consist of 4 members from the greater CFAN Network, one CFAN staff member and one Foundation staff member. There will be no more than one representative per agency on the working group as well as one foundation representative. The CFAN staffs are non voting members.

It is preferred that there is representation from children’s and adult agencies, both rural and urban.

5.4.1 Appointment of Chair position

The Chair position is filled by a member of the committee and is chosen by the committee.

5.4.2 Term of Service – Chair Position

The term of service for the Chair is two years. In the event the chair misses two meetings he/she may be asked to step down.

5.4.3 Term of Service – Non-Chair Positions

The term of service for other member positions is two years with the opportunity to extend for one year.

5.4.4 Replacing Committee Members

If there is a vacancy on the Working Group, the remaining committee members will recruit a member to fill the vacancy for the remainder of the term. The appointment will be made within thirty days of the vacancy.

5.5 Accountability

The Working Group is accountable to the CFAN Leadership Team and the CFAN Network. There is no appeals process.

Changes to the Terms of Reference are approved by the Leadership Team.

5.6 Reporting

The Empowerment Fund Working Group reports to the Leadership Team when bursary decisions are made. The reporting back to the Leadership Team will occur quarterly. The Working Group also reports to the CFAN Network at the Year in Review meeting starting in 2010.

5.7 Additional Considerations

5.7.1 Meetings

The Working Group will meet after each application deadline and as needed. The applications will be given to the working group for review a week prior to each meeting date.

5.7.2 Voting

The members of the Working Group with voting privileges are everyone except for the CFAN staff and anyone who has a conflict of interest (i.e. client has applied).

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5.7.3 Decision Making

Where possible, decisions will be made on a consensus basis. Where consensus is unable to be attained, the decision will be made by a vote with majority carrying the vote. Quorum is two voting members.

5.7.4 Confidentiality

All discussion from Working Group meetings not noted in the official meeting minutes will be deemed confidential.

5.7.5 Conflict of Interest

When topics arise where there is any potential for conflict of interest, the Working Group member will declare such and it will be noted in the official meeting minutes. The Working Group member will remove him/herself from the discussion and the vote.

If a Working Group member has a conflict of interest with an application (i.e. on caseload), the committee member will not have a vote.

5.8 Bursary Distribution Considerations

The Empowerment Fund Working Group takes into account the following considerations in distributing financial bursaries:

- The fund will be advertised on the CFAN website and within the CFAN Network meetings.
- Application requirements and criteria are posted on the CFAN website.
- The CFAN Coordinator collects applications via the mail or email.
- The maximum amount an individual can apply for per round is up to \$750.
- If an applicant is not successful they will be welcome to re-apply in the next round.
- Priority will be given to individuals who have not received funds previously.
- Funds to be used for courses and classes (excluding core education), tutoring, employment readiness and health and wellness.
- Applicants must demonstrate that they have a diagnosis, are in the process of obtaining a diagnosis or are receiving support from an agency that works in the area of FASD.
- Applicants need to make sure that funding is not available elsewhere. The applicant must document where they have searched.
- Consent must be given by the applicant for the CFAN staff to contact support staff, caregivers or other funding sources.
- Applications will be reviewed every four months (April, August and December).

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- The amount for distribution will be determined annually by the Leadership Team.
- Funds will be distributed by the CFAN fiscal agent.
- Returned/unused funds will be added back to the fund.
- Applications will be reviewed using a ranking form.
- Successful applicants will provide a verbal or written report back to the working group regarding the use of the funds and how it impacted their lives.
- Unsuccessful applicants will be notified via a written letter.
- The working group evaluates the process for a year and re-evaluates yearly.
- The working group will provide an annual report to the Leadership Team for recommendations for additions or changes to the TOR by the end of February each year.

Terms of Reference Template

The Leadership Team may choose to establish additional Committees or Working Groups in the future. In developing Terms of Reference for these groups, the following template is used. Some suggested content is included but all content and headings may be revised as appropriate.

Name of Committee or Working Group

5.1 Purpose

The purpose of the Committee or Working Group is to...

5.2 Objectives

The objectives of the Committee or Working Group are...

5.3 Responsibilities

The Committee or Working Group is responsible for the following activities:

Responsibilities
Planning
1.
2.
Operations
3.
4.
Performance Management
5.
6.

5.4 Membership

The Committee or Working Group is minimally comprised of...

Additional information about membership here.

5.4.1 Appointment of Chair position

The Chair position is filled by...

5.4.2 Term of Service – Chair Position

The term of service for the Chair is...

5.4.3 Term of Service – Non-Chair Positions

The term of service for other member positions is...

5.4.4 Replacing Committee Members

If there is a vacancy on the Committee or Working Group, it will be filled by...

5.5 Accountability

The Committee or Working Group is accountable to...

Changes to the Terms of Reference are approved by the Leadership Team.

5.6 Reporting

The Committee or Working Group reports to...

5.7 Additional Considerations

5.7.1 Meetings

Committee or Working Group meetings are held (monthly/quarterly/as required, etc.).

5.7.2 Voting

The members of the Committee or Working Group with voting privileges are...

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5.7.3 Decision Making

Where possible, decisions will be made on a consensus basis. Where consensus is unable to be attained, the decision will be made by a vote with majority carrying the vote. Quorum is...

5.7.4 Confidentiality

All discussion from Committee or Working Group meetings not noted in the official meeting minutes will be deemed confidential.

5.7.5 Conflict of Interest

When topics arise where there is any potential for conflict of interest, the Committee or Working Group member will declare such and it will be noted in the official meeting minutes. The Committee or Working Group member will remove him/herself from the discussion and the vote.