

Families and Communities Program
Communities for Children Facilitating Partner Logan

CfC Committee
Terms of Reference
2022 - 2026



Through our commitment to reconciliation, The Salvation Army acknowledges the First Nations peoples of Australia as the traditional custodians of this land. We further acknowledge and pay our respects to past and present Elders, giving thanks for their wisdom that has sustained their people since the beginning of time, and we pledge to support emerging and future generations.



The following Terms of Reference establishes clear governance policies and procedures determining the mode of operation of The Salvation Army Logan Communities for Children “CfC Committee” during 2022 to 2026.

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1. CfC Vision and Objectives

1.1 Logan CfC Vision

Communities for Children, Logan aims to build communities, strengthen families and nurture children with integrity, trust and compassion. Our vision for Logan is that all our people: children, families, Aboriginal and Torres Strait Islander people and those from other diverse cultures, are at the forefront of all the decisions that impact their lives.

1.3 Communities for Children Objectives

Communities for Children Facilitating Partner (CfC FP) is a Sub-Activity under the Families and Children Activity of the Families and Communities Program that aims to deliver positive and sustainable outcomes for children and families in 52 disadvantaged communities throughout Australia.

The Objectives of all CfC FPs are:-

- **To improve the health and well-being of families and the development of young children**, from before birth through to age 12 years (but may include children up to age 18 years), paying special attention to:
 - **Healthy young families** — supporting parents to care for their children before and after birth and throughout the early years;
 - **Supporting families and parents** — support for parents to provide children with secure attachment, consistent discipline and quality environments that are stable, positive, stimulating, safe and secure;
 - **Early learning** — provide access to high quality early learning opportunities in the years before school; provide early identification and support for children at risk of developmental and behavioural problems; assist parents with ways they can stimulate and promote child development and learning from birth; and
 - **School transition and engagement** - support children and families to make a smooth transition to school and work with local schools to assist children and families with their ongoing engagement with school.
- **To create strong child-friendly communities** that understand the importance of children and apply this capacity to maximise the health, well-being and early development of young children at the local level.

2.3 Key Priority Areas

Logan CfC's four key priority areas are:-

- **First Nations First** - Honouring the history of Logan, building authentic relational connections with Aboriginal and Torres Strait Islander people characterised by healing and two-way learning. Aboriginal and Torres Strait people are at the forefront of system change, design and delivery.
- **Community Led** - Community members are leading decision making with agency and a strong voice through deep relationships with organisations who share power and accountability and are committed to listening deeply to community.
- **Children at the Heart** - Children feel loved and safe, are welcomed and embraced as active citizens who have influence in decision making. Logan City reflects the value of children with high quality play options co-designed and co-created with children.
- **Strengthening and Elevating Community Gateways** - Community Gateways are inclusive, equitable, culturally safe and support community networks so families can bypass complex or hard to access systems and mitigate the risk of preventable crisis. Gateways practitioners are part of a network that responds to community voice in a joined up way, and incorporates the ideas and opinions of community in Community Gateways decisions.

2. Committee Purpose & Functions

1.1 Governance and Roles

Communities for Children Facilitating Partners (CfC FPs) have strong governance arrangements in place. CfC FPs establish and maintain CfC Committees which assist the CfC FP to plan, guide and support the initiative. The CfC Committee drives the direction of the CfC FP initiative in the site and is the key decision-making mechanism for the site.

The CfC Committee will assist the CfC FP to:

- determine evidence-informed solutions to priority needs
- monitor progress and review performance
- develop and /or review the Community Strategic Plan and the Activity Work Plans.

The CfC Committee will assist the CfC FP to make decisions about the disbursement of funds. CfC FPs and their Committee determine appropriate service delivery activities and Community Partners to subcontract.

Members will develop and participate in working groups as necessary.

2.2 Consultation

The CfC Committee will assist the CfC FP to:

- consult with the wider community on community strengths, issues and needs;
- analyse and assess information from consultations and a range of other data sources to identify areas of need;
- develop linkages within the local service system.

CfC FPs should seek regular feedback from the CfC Committee about its operation and management and ensure the remit of the CfC Committee is adjusted, beyond the initial consultation and disbursement of funds, to ensure continued momentum and engagement by members. The CfC FP may also wish to consider how the Committee can engage children in planning processes. Community Partners should also inform the identification of community needs and the planning of services.

2.3 Collaboration

The role of the CfC Committee is to work in collaboration with The Salvation Army CfC FP Logan to develop and implement strategies that achieve the best start for children and their families by encouraging positive family functioning and child development outcomes.

The function of the CfC Committee is to work in partnership to develop, implement and evaluate collaborative 'place-based' strategies to achieve CfC aims and objectives. The CfC Committee members work together to combine their knowledge and skills in order to develop locally responsive 'whole of family' focused, child centred strategies that support families and children and promote safe, child friendly communities.

The CfC Committee uses a '**whole of community**' approach to bring together service providers, government organisations, peak bodies, community groups, parents, families and students from the Logan area to increase collaboration and integration across all sectors. Through broad representation, the CfC Committee also aims to provide an avenue for networking between organisations involved in supporting families and children in Logan.

3. Committee Membership

3.1 Membership Criteria

The CfC Committee will reflect the characteristics and demographics of their local communities. Membership of the Committee may include:

- community members;
- parents and caregivers;
- local businesses;
- local service providers, including Community Partners and other non-government organisations that deliver children’s services, family support services and adult services;
- schools and early childhood education centres;
- health providers;
- Logan Together.

The CfC FP and the CfC Committee will give particular attention to engaging representation from Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse communities, or others who do not readily participate. The CfC FP and the CfC Committee will also pay particular attention to the voices of children gathered by a number of processes existing in Logan, for example, Children in Action, 1000 Voices.

Employees of government departments may be involved in a CfC Committee in an advisory capacity only (see Section 5.3 Decision-Making & Voting Rights for more information).

3.2 Selection Process

The selection process is documented as follows:

- 3.2.1 CfC Committee membership is open to individuals, organisations and services in the Logan Local Government Area that have an interest in collaborating to build communities, strengthen families and nurture children with integrity, trust and compassion. Individuals, organisations and services who have the **potential to influence positive outcomes for children** will be invited as members.
- 3.2.2 CfC FP invites suggestions for CfC Committee membership nominations from diverse sources including:
 - Existing Committee Members
 - Existing Community Partners
 - Local Logan networks and services e.g. Logan Together and Early Years Neighbourhood Networks.
 Membership may also be initiated by a self-nomination process to the Secretariat.
- 3.2.3 Invitations will be discussed with the Committee who will advise the Secretariat to follow through with a Nomination Form being sent to potential members. All nominations will be referred to the Committee for endorsement.
- 3.2.4 Member can nominate a designated proxy in the event they may not be able to attend every Committee meeting. Committee members are to brief their proxy about the journey of the Committee and proxies are to complete Proxy Membership forms.
- 3.2.5 Other interested parties may be invited to attend Committee meetings as appropriate.

3.3 Term and Departures

Committee members will be appointed until 30 June 2024. Members are requested to continue to adhere to these Terms of Reference during the term of their appointment. This

includes expectations regarding Responsibilities (Section 4), and Confidentiality and Conflicts of Interest (Section 5).

Members are requested to commit to the term of their appointment, however membership is voluntary, and members may have circumstances where they need to resign. CfC FP also reserves the right to ask a Committee member to withdraw should their membership no longer be appropriate.

CfC FP will review the Committee membership in June or as required, if and when an absence of members prevents the Committee from achieving a Quorum or making decisions required to effectively implement the CfC initiative.

3.4 Affiliations and Representation

Members are a conduit between the Committee and their individual organisation, service or community. We acknowledge that Committee members come from their services and community with knowledge and expertise of their client group or community. We understand that with this expertise comes the desire to build on their good practice to support children and families. The Committee is asked to use that expertise to look at the broader community needs (aligning with CfC's priority areas for families and children) when contributing and advising on the Community Strategic Plan and the Activity Work Plan.

4. Committee Meetings & Responsibilities

4.1 Authority of the Committee

The Salvation Army CfC FP aims to incorporate advice and recommendations of the CfC Committee into the project decisions to the maximum possible extent in relation to the agreed Community Strategic Plan and within the Department of Social Services ("the Department") Guidelines. As Committee Chair, The Salvation Army will ensure the Committee understands the relevant contractual requirements in order to make effective and appropriate decisions.

4.2 Attendance, Absence & Quorum

Committee members (or proxy members) attend regular CfC Committee meetings and advise of non-attendance.

Absentees should note that decisions may be made in their absence. If a member is absent from three or more meetings without providing an explanation or apology, the Committee Chair will contact that member and ask that member if they are able and willing to continue on the Committee.

A quorum is the minimal number of members required to conduct Committee business. The quorum will be 50% + 1 of the voting membership of the Committee.

To support participation by community members, child care and transport costs to facilitate meeting attendance and participation in working parties can be met by CfC and this can be arranged through the secretariat.

4.3 Meeting Venue & Schedule

The meetings will be held at a set venue to be agreed and notified prior to the meetings. Meetings are held monthly or as frequently as deemed necessary to assist in the

implementation of the program. The regular meeting day will be set, unless the need arises for a change of day. Members and Proxies are welcome to bring children in their care to meetings as we provide a child friendly environment.

4.4 Time Commitment

Meetings will be kept to a maximum of two hours, unless otherwise determined by the Committee. Committee members should also allow for up to two hours preparation time in between meetings. Any necessary pre-reading material will be supplied to Committee members in time to read beforehand (especially during funding decisions).

4.5 Chairperson

The CfC Committee is chaired by the CfC FP. The CfC Program Manager or their delegate will chair the CfC Committee. Other members of the Committee, a member of The Salvation Army Management Board or external facilitator may facilitate discussions or workshops within a Committee meeting with the agreement of the Committee.

4.6 Secretariat, Agenda & Distribution of Minutes

CfC FP will provide secretariat support for the Committee. This will include the distribution of an agenda; organising and set up; minute taking; and distribution of minutes. The minutes, after being approved by the chairperson, will be distributed to all members electronically within one week of the Committee meeting. Committee members are encouraged to respond to any corrections to the minutes within seven days after receiving them. Any required pre-reading material will be provided with the Agenda approximately three days prior to the Committee meeting.

4.7 Subcontracting Community Partners

In determining appropriate resourcing and which Community Partners to subcontract, CfC FPs and their Committee should consider, does the Community Partner:

- use early support and prevention approaches?
- use evidence based approaches that will lead to improved outcomes for children and families?
- actively develop strategies to encourage access and engagement by vulnerable and at risk children and families?
- have the necessary skills to identify vulnerable and at risk children and families and provide or refer them to appropriate services?
- have appropriately qualified staff and is committed to staff supervision, development and training?
- demonstrate cultural competency?
- have the capacity to meet contractual and fiscal requirements?

In contracting Community Partners, CfC FPs will be conscious of reducing regulatory burden and red tape where appropriate. Where possible and appropriate, the period of the contract should enable Community Partners to engage in longer-term planning for resources, staffing and capacity building. CfC FPs should also demonstrate that consideration has been given to engaging an Aboriginal Community Controlled Organisation (ACCO) before entering into subcontracting arrangements with a Community Partner. Contracting arrangements must enable the CfC FP to comply with all the relevant terms contained in its Grant Agreement with the Australian Government.

4.8 Reporting Requirements

CfC FPs must seek the endorsement of the CfC Committee for planning and reporting documents prior to submission to the Department.

- **Community Strategic Plan (CSP)** – CfC FPs should develop a CSP in conjunction with their CfC Committee, that outlines the goals and priorities for the community over the life of the Grant Agreement. Community Partners should also engage in developing the CSP and provide services in line as agreed by the CfC Committee.
- **Activity Work Plan (AWP)** – The activities should be outlined in the AWP, which is agreed by the CfC Committee. CfC FPs will submit AWP's over the course of the Grant Agreement in line with the Department's agreed reporting requirements.

5. Confidentiality, Conflicts of Interest & Decision-Making

5.1 Confidentiality

Committee members are to keep confidential information, such as Community Partner funding and assessment material, confidential. Committee members will not disclose details of funding deliberations of the Committee to people outside the CfC Committee. CfC Committee members will be able to offer their frank assessment of a project with confidence that their opinion will be kept confidential.

5.2 Conflicts of Interest

Care must be taken to manage any perceived or actual conflict of interests. All members of the Committee are required to declare any conflicts of interest to the Committee Chair and the Committee on the Register of Interests. This includes any potential for direct or indirect financial or commercial interests or benefits from decisions of the Committee. Community Partners on the Committee will be required to abstain from discussion and decision-making regarding disbursement of funds when there is a perceived or actual conflict of interest.

Any dispute in relation to a potential conflict of interest will be decided by the Chair in consultation with the Committee; and the Chair's decision will be final. Conflict of Interest will be an Agenda item at every meeting where a decision is made by the committee to update any changes to the Register of Interests.

5.3 Decision-Making & Voting Rights

Input into decision-making will be a collaborative process involving all participants. The Committee will work towards informed, consensus-based decision making. All members are encouraged to acknowledge tension around decisions prior to decisions being made and communicate any concerns to the Committee. In the event that the Committee is unable to reach consensus about a recommendation, the Chair will put the matter to a vote. The vote will be taken by only those members eligible (see below), and be recorded along with the justification for the decision. If there is an equality of votes, the Chair will have a second casting vote.

Only non-government organisations and community representatives have voting rights on the committee. Employees of government departments, whether Australian, State or Territory or Local Governments, may be involved in a CfC Committee in an advisory capacity only. Representatives from these departments can contribute to discussions, bring relevant information and put forward a case for a particular intervention but they should not be a part

of the formal decision making regarding sub-contracting. Representatives from government entities, as opposed to departments, such as publicly funded schools or maternal and child health services, can be involved in formal decision making if the CfC FP believes it would be appropriate and add value to deliberations. As with any other member, perceived and actual conflicts of interest should be managed appropriately (see above).

Decisions may be made out of session where appropriate via email.

6. Feedback and Media

6.1 Feedback / Complaints Procedure

CfC has a ‘Feedback / Complaints Procedure’ in place and is provided to all Members.

6.2 Media Procedure

Committee members do not have authority to represent the CfC Committee or The Salvation Army in any media platform.

7. Documents and Review

7.1 Related Documents

- CfC Committee Terms of Reference (this document)
- Signed Register of CfC Committee Members
- CfC Committee Members Register of Interests
- CfC-FP Feedback Complaints Procedure and Form
- CfC-FP Register of Feedback / Complaints
- CfC Committee Disclosure of Interests Form
- CfC Committee Confidentiality Deed Poll

7.2 Review of Terms of Reference

These CfC Committee Terms of Reference will be reviewed on a twelve monthly basis in June or as required. Any member of the Committee or the Program Manager may request a review of these Terms of Reference. The review will be subject to the approval of the Committee.

Current Secretariat Contact Details

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1.0	Approved Terms of Reference	02.06.22