



**BREFFNI
COMMUNITY DEVELOPMENT
CLG**

BREFFNI FAMILY RESOURCE CENTRE

**TERMS OF REFERENCE (ToR)
FOR SUB GROUPS**

TABLE OF CONTENTS:

PAGE 3: TERMS OF REFERENCE FOR ALL SUB GROUPS

PAGE 5: SUB GROUP STRUCTURES

PAGE 6: TERMS OF REFERENCE FUNDRAISING SUB GROUP

PAGE 7: TERMS OF REFERENCE HUMAN RESOURCES (HR) SUB GROUP

PAGE 9: TERMS OF REFERENCE GARDA CLEARANCE SUB GROUP

PAGE 10: TERMS OF REFERENCE CHILDCARE SUB GROUP

PAGE 11: TERMS OF REFERENCE FINANCE SUB GROUP

**PAGE 11: TERMS OF REFERENCE FOR GOVERNANCE REVIEW & RISK
MANAGEMENT SUB GROUP**

Terms of Reference (ToR) for Sub Groups

Background

Specific Interest Sub Groups were established at Breffni Community Development CLG to monitor, evaluate and review progress of specific programme areas and to deal with issues and topics pertaining to each area of work. This decision was made following consultation with Ollie Hegarty, Business Development Consultant, whose recommendations were brought to the Voluntary Board of Management (VBoM) for approval at their meeting on 28th April 2010. Subsequent Terms of Reference (ToR) pertaining to Sub Groups was agreed at the Board Meeting of 19th May 2010.

Reviewed:

August 2013 and approved at the Board meeting of 18th September 2013.

October 2014 and approved at the Board meeting of 12th November 2014.

May 2018 and approved at the Board meeting of 16.05.18.

Sub Groups established:

- **Childcare Sub Group**
- **Finance Sub Group**
- **Youth Sub Group**
- **HR Sub Group**
- **Fundraising Sub Group**
- **Garda Clearance Sub Group**
- **Governance Review & Risk Management Sub Group**

Aim of Sub Groups:

- Address and deal with issues pertaining to specific areas of Company practice
- Provide space for in-depth discussion and strategic planning on specific areas.
- Make recommendations to Board meetings & implement decisions as approved at Board meetings.
- Speed the decision making process at Breffni Community Development CLG.

Roles and Responsibilities of Sub Groups:

- The Voluntary Board of Management (VBoM) will delegate relevant topics and issues to the relevant Sub Group. The VBoM is required to ensure that the all Sub Groups are informed of developments or issues related to that Sub Group's remit.
- The role of each Sub Group is to collect information, review progress, deliberate and present concise recommendations to the Voluntary Board of Management.
- Each Sub Group will maintain confidentiality of any personal information presented to the group. Recommendations will reflect the topic under discussion and not include any personal or otherwise confidential information.
- Source information or material from external agencies / sources as required to inform the decision-making process.
- Discuss topics in detail, based on information from VBoM and other sources.
- Reach agreement through consensus in order to present recommendations.
- Members of Sub Groups must attend meetings throughout the year except for Garda Clearance Sub Group (meets only as required).

- Extra Sub Group meetings may be called as required between regular meetings.
- Agenda items should be allocated a specific time slot to ensure efficiency of meetings.
- The Sub Group Minute-taker will be nominated from within each Sub Group.
- The VBoM reserves the right to appoint/remove members of Sub Groups at any time following agreement at VBoM Board meetings. Sub Group members can resign by means of a letter to the Chairperson, who will endeavour to replace this member at the next VBoM Board meeting.
- To ensure effectiveness, Sub Group members are required to have a clear understanding of the Policies and Procedures of Breffni Community Development CLG.
- All recommendations made by Sub Groups must be in the best interest of Breffni Community Development CLG.
- Confidentiality must be maintained by all members of Sub Groups at all times. No personal information should be relayed to VBoM either in writing or verbally.
- Members of Sub Groups must treat each other with respect and be prepared to listen to other points of view in discussions.

Upon presentation of Sub Group recommendations to Board meetings, the final decision-making authority is the sole remit of the VBoM. It is expected that the VBoM will adopt rather than reject these recommendations; however, the VBoM retains the right to postpone decision & seek further information.

Reporting Procedure

- The Minute Taker prepares Minutes from each Sub Group meeting and these should be emailed to all members of the Sub Group (and the Project Coordinator if she/he is not a member of that Sub group) within 1 week of the Sub Group meeting.
- At the close of each Sub Group meeting, the Minute Taker notes recommendations as agreed and these will be included at the end of the Minutes. If it is a complex issue, a list of considerations (pros & cons), as discussed, in regard to the recommendation will be included. Agreed actions by Sub Group members will be highlighted in Minutes.
- The Project Coordinator prepares a monthly Project report for VBoM Board meeting: this will detail the recommendations of each Sub Group. This report will be circulated to VBoM members in advance of VBoM Board Meeting.
- Minutes from Sub Groups must be proposed and seconded by the members at the subsequent meeting. A record of attendance should be included in all meeting Minutes.

SUB GROUP STRUCTURES

Sub Group Name	CHILDCARE	FINANCE	YOUTH	HUMAN RESOURCES (HR)	FUND RAISING	GARDA CLEARANCE	GOVERNANCE REVIEW & RISK MANAGEMENT
Frequency of Meetings	Quarterly	Quarterly	Quarterly	Monthly	As required	As required	Quarterly
Location of Meetings	Breffni FRC	Breffni FRC	Breffni FRC	Breffni FRC	Breffni FRC	Breffni FRC	Breffni FRC
Duration of Meetings	1 hour max	1 hour max	1 hour max	2 hours max	1 hour max	As needed	As needed
Membership of Sub Group	1 Director, Childcare Manager / Asst Manager, Project Coord, Parent Rep	Financial Admin. Project Coord, 2 Directors incl. Treasurer	Youth Worker, 1 Director, Project Coord, 1 Youth Rep	2 Directors, Chair, Project Coordinator	3 Directors, Project Coordinator	1 HR Member, Chair, Project Coord	2 Directors, Chair, Project Coordinator
Quorum	2 people incl. 1 Director and Childcare Manager / Coord	2 people incl. 1 Director and Financial Admin.	2 people incl. Youth Worker and 1 Director / Project Coord	3 people to include 2 Directors and Project Coordinator	2 people to include 2 Directors	3 people to incl. 2 Director's and Project Coord	3 people to incl. 2 Directors and Project Coord

TERMS OF REFERENCE (ToR) FUNDRAISING SUB GROUP (FRSG)

Fundraising Sub Group (FRSG) aims:

To raise funds to support and develop services on offer at Breffni Family Resource Centre.

To highlight and promote supports and services for individuals and families within the Breffni Family Resource Centre catchment area.

The FRSG will bring recommendations and relevant information to the VBoM Board Meetings through the Coordinators monthly report. It is expected that recommendations will be accepted rather than rejected, however the VBoM retain the right to postpone a decision whilst seeking further information.

The overall remit of the FRSG is:

Information flow

- Advising, reporting back and being accountable to the VBoM on recommendations being made in relation to raising funds for Breffni Community Development CLG. Plan effective, achievable fundraising actions which raise awareness of Breffni FRC and its services.
- Any actions agreed by FRSG will be brought to VBoM for full agreement and relevant staff will be informed of necessary tasks through the Project Coordinator.

Financial Practice of Fundraising:

- The Financial Administrator will oversee the finance of Fundraising Sub Group and donations received. Fundraising Sub Group financial report will be brought to VBoM Board Meetings as part of Coordinator's report.
- All monies raised and expenses outlaid will be recorded and administered in consultation with Financial Administrator.

Duties in terms of Fundraising:

- Community Assistants and other staff will be asked to assist with administrative duties for fundraising events.
- The caretaker will be required to attend some fundraising events in line with work duties and will be notified accordingly.
- All VBoM members will work towards gaining sponsorship and organising / promoting fundraising events.

Fundraising Procedure:

- Proposals for any fundraising activities should be brought to VBoM in good time and agreed by VBoM before being put into action.
- A Fundraising Application form should be completed and authorised: this will prevent over-targeting of people and clashing of dates.

TERMS OF REFERENCE (ToR) HUMAN RESOURCES (HR) SUB GROUP (HRSG)

The overall role of the Human Resources Sub Group (HRSG) in relation to employment issues is to **bring decisions, recommendations and relevant information to the Voluntary Board of Management (VBoM); work in partnership with** and **delegate the day-to-day operational management** of employment issues to the Project Coordinator. Areas for decision-making of the HRSG and the VBoM are set out below. The HRSG will ensure that the Project offers clear and fair terms and conditions to all staff. These conditions will be reviewed on an ongoing basis and kept up to date with current legislation. Any major changes to staffing conditions, including salary issues, will be brought back to the VBoM for further discussion.

Overall remit of the HR Sub Group:

1. Information Flow

Advising, informing, reporting back and being accountable to the VBoM on **decisions taken** and **recommendations made** in relation to management of employment issues within the Project. The Chairperson will attend the first part of monthly HRSG meetings (1/2 hour max) to facilitate communication on relevant issues. If the Chair cannot attend, s/he will send a memo to the meeting.

2. Getting approval for changes to terms and conditions:

This may include any work with the Project Coordinator in restructuring of roles and responsibilities, revising terms and conditions of employment and / or staff policies and procedures.

3. Managing disciplinary and grievance issues as follows:

- Any disciplinary issues relating to the Project Coordinator position;
- Any grievance issues raised by the Project Coordinator;
- Any grievance issues raised by other staff in relation to the Project Coordinator if this cannot be resolved through procedures outlined in the Staffing Handbook;
- To operate as an appeal mechanism as required under staff procedures.
- Should the need arise, Directors from the VBoM not on the HR Sub Group can also be required to play a role in relations to any appeals process outlined in the Staffing Handbook under Grievance and Disciplinary procedures.

4. Getting approval for new positions:

Bringing recommendations for final approval to VBoM in relation to any new posts that need to be created.

5. Participation in recruitment procedures

Involvement in the short-listing and representation in the recruitment procedure of candidates for any new or existing positions where appropriate and in line with recruitment and selection procedures.

6. Flexible working arrangements:

Responding to requests from staff, for example for flexible working arrangements such as job-share. Bringing recommendations for final approval to VBoM in relation to any such arrangements.

7. Involvement in support, supervision and annual appraisals:

The HR Sub Group will provide the following support to staff:

- Carrying out regular support and supervision meetings as well as annual appraisal procedures for Project Coordinator.

- Support and supervision meetings with the Project Coordinator will take place monthly. These sessions will be led and documented using the Support and Supervision templates (Breffni Community Development CLG) in use with all Project staff.

8. Delegation:

- Delegation of responsibility to the Project Coordinator for the overall day-to-day management of staff and employment issues.
- HR Sub Group will agree a member of HRSB to cover access to Coordinator's files in case of emergency i.e. only after a substantial period of absence.
- In the case of extended absence of Project Coordinator, a HRSB member (as agreed by HRSB) will manage Coordinator tasks as required and liaise with Coordinator. If temporary cover is required for Coordinator position, HRSB will liaise with Chair to provide this, and will call extra HRSB meetings as the situation requires.

9. Maintaining confidentiality:

- ***Confidentiality of employment issues is paramount, particularly when staff and VBoM members may be living and working locally.*** It is therefore important that the HRSB are sensitive as to what is fed back at a full Board meeting, whilst informing and being accountable to the VBoM for work undertaken.
- Individual information on staff will be kept confidential and within the confines of the HRSB, subject to any legal requirement to disclose information.

10. Communication:

- Agreed points and recommendations from the minutes of HRSB meetings will be fed back through the Coordinator's monthly report and verbally at Board meetings.
- Recommendations and feedback will be agreed at the end of each HR Sub Group meeting and Minuted as such.
- If a VBoM member, not on the HR Sub Group, is made aware of a serious issue emerging, they will communicate with the HR Sub Group as soon as possible in order that the HRSB can develop a strategy for dealing with it. The VBoM member will undertake confidentiality on the issue as above.
- If a serious issue is emerging the HR Sub Group will agree on and inform VBoM members of the overall issue and the strategy agreed by the HR Sub Group for dealing with it.

11. Decisions and Recommendations

Decisions and recommendations submitted to VBoM by the HR Sub Group are reached through discussion and consensus within the group. It is expected that the Board will be more likely to adopt rather than reject the recommendations. However, the Board retains the right to postpone a decision and seek further information.¹

11. Frequency of HR Sub Group meetings

The HR Sub group will meet monthly for a maximum of 2 hours. The HR Sub Group may meet between these dates and/or conduct additional meetings as necessary.

TERMS OF REFERENCE GARDA CLEARANCE SUB GROUP (GCSG)

If a Garda Clearance certificate relating to a staff member, volunteer, placement or tutor identifies convictions, it is necessary to assess whether the candidate is still suitable for the position offered.

Breffni Community Development CLG. is then required to undertake a process of risk assessment, as follows:

- The individual is contacted by the Project Coordinator and asked to make a written response to their result.
- On receipt of this response, a risk assessment is conducted by Project Coordinator and FRC Garda Clearance Officer at the FRC Garda Clearance Office in Ballymote FRC.
- This risk assessment is reviewed by the Garda Clearance Sub Group and a decision reached.
- Risk assessment form is completed with decision noted.
- All risk assessment documents are copied and originals sent back to Garda Clearance Officer at Ballymote FRC.
- This Garda Clearance Sub Group should be made up of the Project Coordinator, a member of the HR Sub Group and the Chair. The Garda Clearance Sub Group meets only when required to assess risk in these circumstances.

TERMS OF REFERENCE CHILDCARE SUB GROUP (CCSG)

Aims:

- To create a discussion space for issues relating to Childcare provision and the delivery of Breffni Childcare services.
- Promote communication between staff and parents.
- Inform strategic planning for Breffni Childcare and FRC.

Discussion will include:

- General review of Childcare service, identifying successes, problems or challenges.
- Ideas or proposals for Childcare activities.
- Links between Childcare and other Breffni supports and services.
- Fundraising ideas that link with Breffni's Company fundraising policy.
- Issues affecting childcare services at county / national level.

Membership:

The Childcare Forum will be made up of Childcare Manager or Assistant Childcare Manager; Centre Coordinator, one Board member of Breffni FRC and a minimum of one parent representative. In order to avoid a conflict of interest, parent representative will not also be members of Childcare or Centre staff. If an issue arises which creates a conflict of interest for the Board representative, that representative will be asked to step out of the meeting during discussion of the issue. To provide continuity, parent representative is required to make a minimum 6 month commitment to participating in the Childcare Sub Group (CCSG). Normally this will involve two meetings.

Meetings:

The CCSG will meet every three months at Breffni FRC. Meeting reminders will be sent 1 week prior to the meeting date, and Minutes will be sent out within one week of meeting taking place. Parent representative will be entitled to claim travel expenses, on completion of Breffni FRCs Expenses Form. *[subject to Board approval May 2018]*

Recommendations:

The CCSG will submit recommendations and relevant information to the VBoM Board Meetings through the Coordinators monthly report. It is expected that recommendations will be accepted rather than rejected, however the VBoM retain the right to reject, or to postpone a decision whilst seeking further information.

Confidentiality:

All parent representatives are required to sign up to Breffni FRC's Confidentiality Policy, and to ensure that personal or service information remains only within the Sub Group.

TERMS OF REFERENCE (ToR) FINANCE SUB GROUP (FSG)

Aims:

- To ensure effective financial management
- To review income and expenditure
- To prepare financial reports for presentation to Board of Management (VBoM)
- To assess the Company's financial status
- To ensure financial reporting is up to date and accurate

The Finance Sub Group (FSG) will identify any shortfalls, over- and under-spends and assess whether the Company is working within budget.

Membership:

The Finance Sub Group will be made up of Financial Administrator, Project Coordinator, Company Treasurer and 1 other Director.

Meetings:

The Forum will meet every three months at Breffni FRC. Meeting reminders will be sent 1 week prior to the meeting date. Minutes of discussion will be recorded.

Recommendations:

The Finance Sub Group will report to the Board every three months and may make recommendations in that report. The financial administrator will provide reviews through the Coordinators monthly report. It is expected that recommendations will be accepted rather than rejected, however the VBoM retain the right to reject, or to postpone a decision whilst seeking further information.

ToR GOVERNANCE REVIEW & RISK MANAGEMENT SUB GROUP (GRSG)

Aims:

- To annually review Board roles and responsibilities
- To annually review the Board's terms of reference
- To annually review the membership of Board and Sub groups
- To annually review the organisation's adherence to the Governance Code's recommended practices
- To annually review CRO obligations are met
- To annually review Charity Regulation obligations are met
- To annually review compliance to Tusla's Policy Framework document
- To annually review Business Risk Management Policy
- To quarterly review exposure to risks

The Governance Review & Risk Management Sub Group should work in collaboration with Regional Support Agency as required, and link this review to annual review processes.

Membership:

The Governance Review & Risk Management Sub Group (GRSG) will be made up of Project Coordinator, Chair and 2 other Directors.

Meetings:

The GRSG will meet every three months at Breffni FRC. Meeting reminders will be sent 1 week prior to the meeting date. Minutes of discussion will be recorded.

Recommendations:

The Governance Review & Risk Management Sub Group will report to the Board every three months and may make recommendations in that report. The Project Coordinator will provide reviews through the Coordinators monthly report. It is expected that recommendations will be accepted rather than rejected, however the VBoM retain the right to reject, or to postpone a decision whilst seeking further information.