

# Terms of Reference

## **Vision**

Children, youth and families living in Hastings-Prince Edward easily access a responsive **service system** that meets their needs.

## **Mandate**

To create an effective, integrated and seamless community **service system** for children, youth and families that maximizes resources through collaborative and informed planning.

**The functions within our service system include:** basic needs, education, employment, health, justice and legal, prenatal to 12 supports and resources, safety and protection, social and recreation, and transportation.

## **Guiding Principles**

1. Systems change is driven by a common vision and shared by all stakeholders.
2. Stakeholders include children, youth and their families, and formal and informal supports from all sectors and geographic areas.
3. Community well-being outcomes are the primary evidence for driving system improvements.
4. Relationships within the Network are based on goodwill, mutual respect, open-mindedness and a shared purpose, and support innovation and change.
5. Membership for organizations requires communication and active participation at scheduled meetings.
6. There is a shared responsibility to create a system that can respond to diverse cultural and linguistic needs of families.
7. Best practices, timely and open sharing of information, knowledge and expertise among all stakeholders supports the planning and decision-making processes.
8. Information about programs and services will be accurate and current.
9. “No wrong door” promotes a family-centred, seamless service system.
10. A “warm hand-off” approach to referral means good customer service.
11. Maximizing resources is achieved through community capacity building and planning.
12. Decisions will respect and consider the distinct needs of each community in Hastings/Prince Edward.

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## **Purposes of the Children and Youth Services Network:**

The Hastings & Prince Edward Children and Youth Services Network (CYSN) is the Best Start Network for Hastings and Prince Edward Counties and considers the following purposes to be within its mandate:

- a) Planning;
  - b) Priority-setting and Decision-making;
  - c) Facilitating Systems Improvement;
  - d) Advocacy; and
  - e) Evaluation
1. To develop a common vision, mandate, guiding principles, priorities and goals for the planning and delivery of services for children, youth and families.
  2. To improve communication between and within organizations.
  3. To endorse and oversee the work of all teams, committees and working groups to ensure plans are moving towards achieving the common vision, to avoid duplication and be a common link for all plans.
  4. To develop poverty initiatives and support through advocacy.
  5. To oversee and manage the funds for community programs; e.g., Triple P, Babies and Beyond, Counselling in Prince Edward.
  6. To provide a link to ministry-mandated projects; e.g., the Case Resolution Committee, Autism Spectrum Disorder (ASD) Respite Funding, Student Support Leadership Initiative (SSLI), and Aboriginal Engagement.
  7. To plan for opportunities to share information, resources, and training.
  8. To consult, plan and work in collaboration with our funders, community partners and municipalities.
  9. To make recommendations in a timely manner to the appropriate ministries regarding funding based on information and priorities identified by the Network.
  10. To measure, assess and evaluate the progress and outcomes of the Network.

## **Structure**

The Children and Youth Services Network is comprised of:

- the Network;
- Coordinating Team;
- Communication Team;
- Priority Committees; and
- Temporary Working Groups.

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Please refer to the attached Network structure diagram (Appendix A).

## **Criteria for Membership on the Network:**

The membership of the Network must reflect both urban and rural child, youth and family services throughout Hastings and Prince Edward Counties<sup>1</sup>.



To ensure the following essential functions are covered by the planning process:

- a) Basic Needs;
- b) Education;
- c) Employment;
- d) Health;
- e) Justice and Legal;
- f) Prenatal to 12 Supports and Resources;
- g) Social and Recreation;
- h) Safety and Protection; and
- i) Transportation,

membership will include representation from a broad range of community service sectors, such as:

- a) Infant and Child;
- b) Youth;
- c) Adult;
- d) Addictions;
- e) Developmental Services;
- f) Education;
- g) Health;
- h) Justice and Legal;
- i) Mental Health; and
- j) Municipalities.

1. The Hastings & Prince Edward Children and Youth Services Network is open to all organizations and individuals that are committed to furthering the shared vision and mandate.
2. Voting members will include representatives from not-for-profit organizations.
3. Each not-for-profit member organization is entitled to one vote.
4. Voting members must be a Director, Executive Director, Chief Administrator or senior level staff of a not-for profit organization who is empowered to make decisions on behalf of their organization.

<sup>1</sup> Community Profiles, Indicators for Children & Youth in the South East Region  
**Approved by Children and Youth Services Network on February 28, 2013  
 For Review March 2014**

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5. Non-voting members, i.e., for-profit providers, are welcome to attend meetings and engage in dialogue but are not entitled to vote.
6. Parents and youth will be engaged in furthering the shared vision and mandate of the Network.
7. Voting members will work within the parameters of their organization mandates, and to the level of resources available.
8. Member organizations, both voting and non-voting, will sign a Membership Agreement and pay the approved membership fee on an annual basis.

### **Purpose and Membership of the Coordinating and Communication Teams, Priority Committees and Working Groups:**

Information exchange about activities and decisions will flow freely between the Network, teams, committees and working groups. All teams, committees and working groups are accountable to the Network.

1. Coordinating Team
  - a) Purpose: Responsible for developing processes to support effective decision-making by the Network. The Coordinating Team receives agenda items from teams, committees, working group and community partners, organizes Network meetings, and provides general direction to coordinator in the development of Network agendas. The Team also reviews Network membership and partnership in order to identify gaps.
  - b) Team Membership: Comprised of Network co-chairs, a communication team representative, a representative from each priority committee, Network coordinator and data analysis coordinator. Coordinating Team meetings are open to any Network member who wishes to attend.
  - c) Duration/Meetings: A "standing committee" that meets prior to Network meetings to set agendas and afterwards to debrief. A quorum consists of a minimum of 3 members, including at least one co-chair.
  - d) Chair: Facilitated by Network coordinator.
  - e) Deliverables and Timelines: Will develop terms of reference for endorsement by the Network.
2. Communication Team
  - a) Purpose: Responsible for developing and implementing a communication plan which includes strategies for communication throughout the Network, with and between organizations and the community. Strategies will include common branding, parent/youth engagement and CYSN website. In addition, this team responds to the communication needs of the Network, Coordinating Team, priority committees and working groups.
  - b) Team membership: Comprised of a broad spectrum of community service providers and individuals with expertise in communication, marketing, community engagement and social media, and the coordinator. A quorum consists of a simple majority of team member organizations.
  - c) Duration/Meetings: A "standing committee". Meeting frequency will be determined by team members.

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- d) Chair: Two co-chairs will be appointed by team members for a two-year term and endorsed by the Network. Co-chairs are entitled to vote at Team meetings.
  - e) Deliverables and Timelines: Will develop terms of reference and an annual work plan for endorsement by the Network.
3. Priority Committees
- a) Purpose: Please see below
  - b) Committee membership: Please see below. A quorum consists of a simple majority of committee member organizations.
  - c) Duration/Meetings: "Ad hoc" committees, with a review by the Network after 18 months to two-years. Meeting frequency to be determined by committee members.
  - d) Chair: Two co-chairs will be appointed by committee members for up to a two-year term and endorsed by the Network. Co-chairs are entitled to vote at Committee meetings.
  - e) Deliverables and Timelines: Will develop terms of reference and an annual work plan for endorsement by the Network.
- Service Pathway/Community Engagement Committee
    - Priority/Mandate: To define more clearly the community service pathway, develop "no wrong door" and "warm hand-off" resource materials for service providers and implement distribution, education, awareness and training.
    - Committee membership: Membership is comprised of a broad spectrum of community service providers from different sectors and individuals with expertise in community engagement and adult education.
  - Resource Sharing Committee
    - Priority/Mandate: To develop an inventory of resources, including but not limited to physical space, contracted services and training for members, and recommend and facilitate opportunities for resource sharing and Networking.
    - Committee membership: Membership is comprised of a broad spectrum of community services providers and individuals representing each community, including municipalities and education, and ensure the accuracy of community information including 211.
  - Community Indicators and Measures Committee
    - Priority/Mandate: Using a Results Based Approach (RBA), to propose the structure for and complete a community report card about the health and well-being of children, youth, and their families in HPE using indicators that have been identified by the Network. To develop tools necessary to evaluate Network operations, and provide analysis and interpretation of data to the Network.
    - Committee membership: Membership is comprised of a broad spectrum of community service providers and individuals with expertise in data management. The Data Analysis Coordinator plays a key supporting role as a committee resource.



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4. Temporary Working Groups
  - a) Priority/Mandate: Work plan and objectives to be determined by the Network.
  - b) Working Group membership: To be determined by the Network.
  - c) Duration/Meetings: Short-term, with meeting frequency to be determined by Working Group members.
  - d) Chair: For the sake of expediency, meetings may be facilitated rather than chaired, as determined by Working Group members. The facilitator(s) will ensure that minutes are taken at each meeting and distributed, and that a process is in place to report to the Network.
  - e) Deliverables and Timelines: To be determined by the Network.

### **Criteria for Membership on Coordinating and Communication Teams, Priority Committees and Working Groups:**

1. Membership will be determined by the skill sets and perspectives required to fulfill the objectives and action items contained in work plans.
2. Geographic representation is sought for each team, priority committee and working group.
3. Wherever possible, geographical, linguistic and cultural representation will be incorporated into membership.

### **Term of Office and Election Procedure**

1. The Network will elect two co-chairs.
2. All teams and committees will elect two co-chairs.
3. Co-chairs may serve up to two, two-year terms, for a maximum of 4 years.
4. Notice of the end of the term will be announced to the Network by members of the Coordinating Committee at the May meeting.
5. When a co-chair term is up, a Nominations Working Group, comprised of three members of the Network and the Coordinator, will be established by the Network. Members will submit written nominations to the working group which can include email.
6. When there are two (2) or more candidates for a position, those present at the June meeting, with the exception of support staff and individual members, will vote.
7. There will be no votes by proxy.
8. If there are two (2) or more candidates for a position there will be voting by ballot.

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9. If there are more than two (2) candidates, there will be no successful candidate until one candidate receives 50% plus one of votes from all those present and voting. The individual receiving the least votes is eliminated from the next round of voting.
10. The successful candidate will be the one who gains at least 50% plus one votes of all those present and voting.
11. If there is a vacancy before completion of a term of office, an election will be held at the next regular meeting. An interim co-chair will be appointed by the Coordinating Team.

### **Responsibilities of Co-chairs:**

1. All co-chairs are to be from member organizations of the Network.
2. All co-chairs will have a working knowledge of the Terms of Reference.
3. Network co-chairs work with the Coordinating Team to set and distribute agendas and meeting packages.
4. Team and committee co-chairs set and distribute an agenda for each meeting, based on business arising and items submitted by members.
5. Ensure minutes are taken at each meeting and that they are distributed to members prior to the next meeting.
6. Ensure tasks assigned to members are addressed within specified time frames as outlined in the work plan.
7. Facilitate meetings in an effective and efficient manner.
8. Review meeting minutes and address changes, omissions or errors.
9. Provide all members with an opportunity to participate and contribute.
10. Team and committee co-chairs are the direct link between the Network and their specific team or committee. Co-chairs will bring terms of reference and work plans to the Network for endorsement, and report on the status of work plans. They will in turn share input and direction from the Network with members of their specific team or committee.

### **Roles and Responsibilities of Members:**

1. Members and delegates will conduct business in the best interest of children, youth and their families in Hastings and Prince Edward Counties.
2. Voting members will elect two Network co-chairs for up to two, two-year terms, for a maximum term of four years.

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3. Voting members will attend all Network meetings. If they are unable to attend, Network co-chairs are to be informed prior to the meeting and the assigned delegate to attend in their place.
4. Attendance at meetings is of the utmost importance. For members who miss three consecutive meetings, a meeting will be arranged with co-chairs and the coordinator to justify continued membership on the Network. Following this meeting, a recommendation about the conditions of continued membership will be made to the Network by the co-chairs.
5. Members and delegates are responsible for ensuring that the work of the Network is shared with members of their organizations and other community groups as appropriate.
6. Members and delegates will submit agenda items to the co-chairs prior to each meeting.
7. Members and delegates will prepare for each meeting by reviewing meeting packages.
8. Members and delegates will represent their organization and/or sector by actively participating in discussions and decisions.
9. Members and delegates will complete assigned tasks according to established timelines.
10. Voting and non-voting members are required to sign the Membership Agreement on an annual basis.
11. Voting and non-voting members are required to pay an annual membership fee. Suggested levels of support (Appendix B attached) will be set annually by the Network. Membership fees will support Network operations and other purposes as determined by the Network.

### **Decision-Making**

1. All teams, committees and working groups report to the Network.
2. The Network is the body that will consult with Ministries regarding decisions that need to be made on behalf of the Children and Youth Services Network. This includes funding, summary reports, proposals, recommendations, etc.
3. Network members will vote to accept minutes, endorse all terms of reference and work plans, and accept decisions that are deemed to be of an important nature by the co-chairs and members.
4. Team, priority committee and working group members will vote to accept minutes and or recommendations to the Network.
5. In addition, email, conference calls and video-conferences may be conducted to facilitate the sharing of information and the need for direction. Decisions would then be confirmed at the next scheduled meeting.



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6. Each not-for-profit member organization in good standing is entitled to one vote.
7. Non-voting members are welcome to attend meetings and engage in dialogue but are not entitled to vote.
8. A member or delegate who does not agree with the decision may ask that this be noted in the minutes and the member organization or individual is not required to participate in related decisions, activities, or advocacy.
9. Decisions will be recorded in minutes of the meetings to ensure a written record.
10. Fifty percent of voting members in good standing present plus one constitutes a majority.
11. Co-chairs may vote in the event of a tie.
12. Decisions will support the guiding principles of the Network.
13. If differences arise that cannot be resolved during a meeting, an opportunity will be provided outside of the larger Network for the individual(s) to address the discrepancy with the co-chairs.

### **Conflict of Interest**

The following provision will be applicable to issues regarding possible conflicts of interest by members of the Network, teams, committees and working groups.

A conflict of interest arises when a person able to influence a decision, whether by official vote, moral or intellectual persuasion is likely to gain any type of personal advantage from the outcome of the decision in which they are involved.

### **Network Meetings**

1. Whenever possible, meetings will be held on a consistent date and time each month. Nine regular meetings will be scheduled at the June meeting. Additional meetings may be called by the co-chairs, as required.
2. To facilitate involvement, meetings may be attended via conference call or video conference.
3. Agendas, minutes and written reports will be made available prior to each meeting.

### **Deliverables**

1. An evaluation process will be developed and utilized to assess the effectiveness, progress and outcome objectives of the Children and Youth Services Network on an annual basis.
2. The Strategic Plan, Terms of Reference, Membership Agreement, membership fee and logic model will be reviewed every year.

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3. A communication plan will be developed and maintained by the Children and Youth Services Network to facilitate Networking and information exchange throughout the Network, with and between organizations and the community. Parent/youth engagement strategies will be included in this plan.
4. A community report card will be developed annually and used to identify priorities and guide the planning and delivery of services. A data repository will also be maintained to support the work of the Network and organizations.
5. A list of resources and opportunities will be developed to facilitate better communication and cooperation between organizations and generate cost-savings; i.e., physical space, contracted services and training.
6. A resource binder and training package that includes community service pathways, instructions on “no wrong door” and “warm hand-off” approaches to referral, and access to accurate and current sources of information about programs and services. This will also be available electronically on the CYSN website.
7. In support of 211, all members will ensure that the information about their organization’s programs and services is kept current on the Volunteer and Information Quinze database.
8. The Children and Youth Services Network website will be regularly maintained to support the information needs of members, organizations and community.

### **Support**

1. The Children and Youth Services Network coordinator reports to the Coordinating Team and supports the work of the Network, its teams, priority committees and working groups as an ex officio member.
2. The HPE Data Analysis coordinator supports the work of the Network, its teams, priority committees and working groups as an ex officio member as required.
3. Other administrative and operational supports may be deemed necessary by the Network.

### **Appendix A - Network Structure**

### **Appendix B - Membership Fee Invoice**

### **Appendix C - Membership List (not yet available)**