

## 1.3 - Branch Executive Committee (BEC) Subcommittees and Working Groups Policy, Procedures and Terms of Reference

### Authority

This policy, or amended policy, was approved by the Branch Executive Committee on 26 August 2021

### Table of Contents

Background .....	1
Purpose of BEC committees and working groups.....	2
Existing and proposed BEC subcommittees and working groups (2021) .....	3
Membership of committees .....	4
Appointment process .....	5
Operation of committees .....	5
Delegations .....	6
Budgets and budget reports .....	7
Responsibilities of committee Chairs.....	7
Responsibilities of committee members .....	7
Confidentiality and conflicts of interest .....	8
Termination of appointment (Chairs and members).....	8
Committee administration .....	8
Staff participation in committees .....	8
Sample Expression of Interest form.....	10
Subcommittee Terms of Reference .....	12
Terms of Reference: Appointments Committee of the BEC .....	13
Terms of Reference: Camp Cottermouth Committee of the BEC.....	15
Terms of Reference: Finance Committee of the BEC.....	17
Terms of Reference: Governance & Risk Management Committee of the BEC .....	19
Terms of Reference: Human Endeavour Recognition Committee (HERC) of the BEC .....	21
Terms of Reference: Property and Assets Committee of the BEC.....	23
Terms of Reference: Redress Committee of the BEC .....	25
Terms of Reference: Fundraising Committee of the BEC .....	27
Terms of Reference: IT and Digital Coordination Committee of the BEC .....	29
Terms of Reference: Camp Cottermouth Master Planning Working Group of the BEC .....	31
Expression of Interest: Zoho Rectification Working Group .....	33
Appendix A: Members of existing BEC committees (as at 7 August 2021).....	35

### Background

This document was prepared and approved by the Branch Executive Committee (BEC) of Scouts ACT. Its objective is to facilitate the generation and delivery of appropriate, high-quality information by and for the BEC in a timely, consistent, and transparent way. This is a living document, designed to be useful rather than onerous. An initial review will be conducted in December 2021 to check for anomalies and unintended consequences. Thereafter, it will be reviewed every two years (at a minimum), as will the Terms of Reference within it, to ensure relevance and soundness is maintained.

## Purpose of BEC committees and working groups

In accordance with clause 31 of the Branch Constitution, the BEC may establish standing and ad hoc sub-committees as a source of expert advice and support to Scouts ACT, and to assist BEC to accomplish policy, regulatory and functional responsibilities as prescribed by governing legislation, and goals of Scouts ACT as set out in its approved strategic plan and other milestone statements. In this document these standing sub-committees will be known simply as 'committees'. Time-limited (ad hoc) committees assembled to address a specific question or project will be known as 'working groups'. In all respects other than their lifespan, unless otherwise stated, committees and working groups will operate under the same framework, as set out in this document.

For brevity, where the word 'committee' is used in this document it also signifies 'working group' unless stated otherwise.

Membership of a committee is a voluntary role to bring necessary skills and knowledge to the committee. Committees have an important role, and the way in which they perform is integral to the ability of the BEC to make informed decisions, and to the performance of Scouts ACT as a whole.

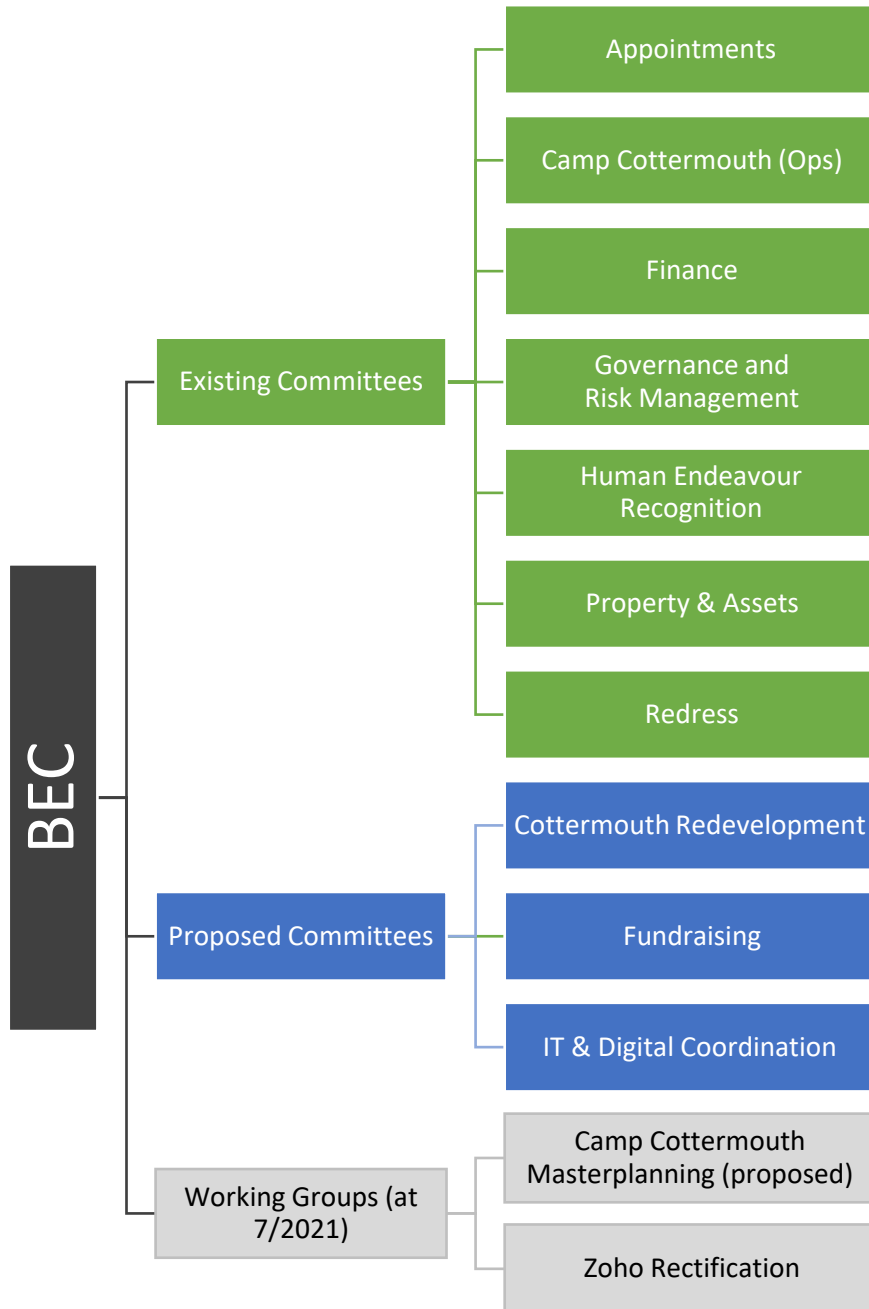
Whilst acknowledging that there are differences in purpose between BEC committees that modify the following, **in general** committees are intended to be:

1. bodies that deliver or oversee the delivery of specific functions and services (e.g., daily management and operation of Camp Cottermouth, or coordination, development, and oversight of budgets for the Branch).
2. a source of policy proposals and reform initiatives.
3. a forum for consideration of practical issues and resolution of problems.
4. a liaison body (members, government agencies and other external organisations).

Existing and proposed BEC subcommittees and working groups (2021)

(alphabetical order)

Refer to Appendix A for the current list of committee members and support staff.



## Membership of committees

1. Committees should be skills-based, capable of identifying issues and appropriate resolutions; foreseeing opportunities, trends and risks and responding to them, through the BEC.
2. Committees shall be assembled so as to consist of people who, together, provide a balance of:
  - relevant expertise, skills, qualifications, experience, or knowledge.
  - understanding of Scouting.
  - fresh perspectives.
  - age.
  - gender.

In assessing candidates, the selection panel shall give most weight to *relevant expertise, skills, qualifications, experience, or knowledge*.

3. At least one member of BEC will sit on each committee. This is to facilitate effective communication, transmission of ideas, and decision-making in Scouts ACT at the senior management and executive levels.
4. Employees of Scouts ACT may serve on BEC subcommittees as ex officio members.
5. Each committee shall have no more than one employee ex officio member (with the exception of the Appointments Committee for which Scouts ACT Policy 2.1 applies), who will be appointed by BEC. In general, the Executive Officer (or equivalent senior employee by whatever title) will hold the ex officio seat on each committee, or other staff may be assigned as the employee ex officio member to a committee instead, where their skillset and seniority is appropriate. For example, a Property Officer might serve on the Property and Assets Committee, an IT Officer might serve on the IT & Digital Transformation Committee, a Marketing and Communications Officer might serve on the Fundraising Committee. The ex officio employee member of a BEC subcommittee has voting rights and shall be counted towards quorum.
6. Each Committee shall have a chair, appointed by the BEC. In general, it is encouraged and preferred that the Chairs of committees are non-uniformed Members. It is preferred that employees of Scouts ACT do not hold the role of chairs. However, it is acknowledged that from time-to-time candidates meeting these criteria may not be available and therefore a pragmatic approach will be used. For example, the HERC Chair must have a current or very recent deep and practical understanding of uniformed operations, especially at the Group level. Suitably qualified and experienced candidates for the role of HERC Chair are more likely to be uniformed members of Scouting.
7. It is required that committee members seek appointment as an Adult Supporter member of Scouts ACT if not already a member or employee.
8. The Chief Commissioner and President are ex officio members of all committees (with the exception of the Appointments Committee for which Scouts ACT Policy 2.1 applies). The Chief Commissioner and President have voting rights and shall be counted towards quorum.

## Appointment process

### 1. *Expression of Interest*

The recruitment process will be consistent for all committees and working groups, with the exception of the Appointments Committee which shall be formed in accordance with Scouts ACT Policy 2.1. The BEC, on behalf of all Committee Chairs, will call for Expressions of Interest in February of each year for all committees. Expressions of Interest will be called on an ad hoc basis if needed to fill vacancies mid-term. EoI's will describe the purpose of the committee, the limits of its role and responsibilities, the time commitment expected of committee members, a due date for responses, and a link to a form on a Scouts ACT platform. The EoI form shall be short, simple, and direct. See example attached.

### 2. *Term of appointment*

Committee members are appointed or reappointed by the BEC for a term of up to two calendar years commencing from date of appointment. Terms of appointment may be extended in one-year increments, by approval of the BEC. The aim is to achieve a respectful balance between corporate memory and regular membership renewal. Committee members may resign or be removed from a committee by the BEC at any time. A record is made in the Scouts ACT membership database of members' committee service.

### 3. *Selection process.*

1. BEC calls for Expressions of Interest for committee role/s.
2. Provide a 2-3 week period for receipt of nominations.
3. BEC convenes a selection panel to consist of 3 people at least one of whom shall be a BEC member, and one shall be a member of the Committee (not relevant if a new committee is being formed).
4. Assess applications and issue invitation/s to the selected applicant/s.
5. Seek BEC approval of the appointment at the next meeting of BEC.
6. Advise the Committee Chair that the new member/s are formally appointed.
7. Committee Administrator helps applicant to complete application for appointment as an Adult Supporter (if applicable).
8. New members-elect may participate at the meetings of the committee, *without voting rights*, until their committee appointment has been formally approved by BEC.

NOTE: Committee appointments will become a standing agenda item at BEC meetings, and the Executive Officer shall ensure that a schedule of new appointees to be approved, and renewal dates for existing appointees is maintained.

### 4. *Induction*

Newly appointed Chairs and Committee Members must complete an induction/training session in the first month of their appointment, with topics to include the conduct of meetings, monitoring performance of members, relevant procedures, and the Committee's advisory role to the BEC.

## Operation of committees

### 1. *Frequency of Meetings*

Unless otherwise noted (refer to specific Terms of Reference), committees are encouraged to meet once a month. In general, meetings will require 1-2 hours each. In addition, Committee members should be able to allocate the equivalent of at least one day per month towards the activities of their committee.

### 2. *Quorum*

The quorum for all committee meetings is three (3). For the purposes of a quorum the Chair is to

be counted as a member. The Chief Commissioner, President and one ex officio staff member, if present, count towards quorum. The Committee Administrator (if applicable) does not count towards quorum. The Chair has the discretion to cancel the meeting or refrain from conducting specific business in the absence of sufficient members.

3. *Mode*

Meetings may be face-to-face, online or a hybrid of the two. Committee members should be flexible and cooperative in selecting the meeting mode, responding sensibly and safely to the needs and constraints of members and the wider environment as they apply at any given time. Appropriate protocols should be employed to ensure that online meetings are cybersafe (for example, not sharing meeting links publicly, and ensuring that only invited participants are admitted to the meeting).

4. *Record of Meetings*

Committees are entitled to administrative support from Scouts ACT (that is, Branch Office). Committees must keep minutes of each meeting which must be filed permanently in an appropriate Scouts ACT document repository (paper or digital filing system). Minutes of committee meetings may be reviewed by BEC at any time.

5. *Reports*

After each meeting it is the responsibility of the Chair to ensure that the Committee submits a report in writing to the BEC based upon the guidelines provided and amended by the BEC from time to time. To avoid duplication of effort, the committee minutes may serve as the report to BEC, on the proviso that the agenda of the meeting is properly constructed to address all relevant matters. This ensures that BEC is aware of the work of committees, of emerging issues and responses to them, and is formally engaged in policy proposals and other initiatives.

Further, Committee Chairs will attend a minimum of one BEC meeting per year in person to report and discuss the work of their committee with the BEC. BEC will arrange mutually convenient appointments with each Committee Chair.

6. *Invited Guests*

Committees are encouraged to invite experts or visitors to make presentations to them on any issue of interest. Committees may have at their meetings regular or ad hoc guests, who are not members of Scouts ACT but represent an important stakeholder group, organisation or otherwise bring relevant perspectives and expertise to matters under consideration. Guests have no voting rights at meetings and do not count towards quorum.

7. *Confidential meetings*

It is recognised that in some circumstances a committee may need to meet without a staff member present, even though they may be defined as a committee member. For example, a discussion of salary, or preparation for employee consultation or counselling. Formal records of such meetings must be kept. Distribution and storage/filing of records must be managed to protect privacy and confidentiality. Records must be held on a Scout platform or system.

## Delegations

### *Direct Expenditure*

Committee expenditure is authorised within the limits of the committee's approved annual budget, for items or programs specified in the approved budget. Proposed expenditure outside these limits, or not envisaged in the component lines of the budget, requires BEC approval.

### *Review and recommendation of expenditure*

The Property & Assets Committee and the Finance Committee are delegated to review applications for expenditure by other committees and all formations of Scouts ACT in line with policies and make recommendations to BEC. BEC will not consider requests for funding approval that have not first been reviewed by whichever is appropriate of these two committees.

### *Agreements*

Committee members are not authorised to sign legal documents (for example, sign deeds, contracts, regulatory forms, and other binding documents) without BEC authorisation. This includes, but is not limited to, development applications, building applications, loan applications, grant applications, service agreements). The BEC may at its discretion provide some standing delegations to enter agreements to specific committees to preserve operational efficiency, for example, the Camp Cottermouth Committee and the Property & Assets Committee may be authorised to enter into simple service agreements. Where such delegations exist, they are noted in the committee's Terms of Reference, or recorded in the minutes of the BEC and the Committee Chair informed in writing by the BEC.

### *Governance and financial delegations*

There are three categories of delegation. Some delegations may not be applicable to some committees. The specific limit of a committee's delegation is set out in its Terms of Reference.

Type 1: Governance Delegation (decision-making, including contractual)

Type 2: Financial Delegation (expenditure of the committee's approved budget)

Type 3: Financial Delegation (approval of expenditure by others from other budgets).

### *Budgets and budget reports*

Each committee must prepare a budget showing all expected income and expenses for their area of responsibility for the following calendar year. For some committees this will be nil. This is to be submitted to the Finance Committee at a time and date to be determined by the Finance Committee (usually in Quarter 3 of the calendar year).

Each committee is to monitor performance against its current budget with support from the Branch Office and report to BEC in each written report.

### *Responsibilities of committee Chairs*

In accepting the position of Chair, the Chair agrees to abide by this Framework and perform the responsibilities described, unless otherwise authorised by BEC. Chairs must be prepared to commit the equivalent of one day per month (minimum) for each committee and advise the President of the need for a replacement if they are unable to meet this commitment. Chairs are required to report in person to the BEC at least once per year at a date of mutual convenience.

### *Responsibilities of committee members*

In accepting membership of a committee, it is the responsibility of members to:

- inform themselves fully of the committee's functions and objectives, its tasks, and agenda issues;
- contribute to the fulfilment of their committee's functions and objectives;
- attend and actively participate at committee meetings;
- undertake at least one substantive work item for the committee per year, where appropriate.

## Confidentiality and conflicts of interest

All committee members are expected to observe strict rules of confidentiality with respect to committee business. They must be conscious that from time to time they may:

- be involved in commercial-in-confidence discussions or decisions.
- be asked to consider and comment on highly sensitive documents about policies, incidents, issues, and individuals.
- be asked to consider draft policy proposals intended for debate within the committee which should not be presumed to reflect approved policy of Scouts ACT.

**Committee members are expected to focus on the best interests of Scouts ACT rather than on personal or constituent interests** (e.g., the interests of a specific Scout Group or Activity Team with which the member may have a personal connection or official role).

Committee members are expected to inform the Chair of a conflict of interest or potential conflict of interest if any occurs, immediately upon it becoming apparent that a conflict exists. The Chair will decide on the appropriate course of action. Typical mitigation includes:

- member is excused from that portion of the meeting where the matter in which they are conflicted is considered, and the member is excluded from voting.
- member may stay and participate in the discussion but is excluded from voting.

## Termination of appointment (Chairs and members)

A Chair or member is free to resign their position at any time.

A Chair or member's appointment may be terminated by the BEC in consultation with the Chief Commissioner on reasonable grounds including (but not limited to) repeated and/or serious non-observance of this Framework (or any aspect of it), the policies and rules of Scouts ACT, and/or where the Chair or member has failed to attend three consecutive meetings without leave.

## Committee administration

Scouts ACT will facilitate the work of BEC and its committees by providing secretariat and administrative services as described in this document.

## Staff participation in committees

The provisions set out under *Membership of committees* prevail where there is inconsistency between that section and this. Unless otherwise agreed by BEC, the Executive Officer is entitled to attend the meetings of any BEC committee as a requirement of their role, but for obvious reasons of practicality, they are not required to attend every meeting of every committee every month.

The Scouts ACT Administration Officer (or by whatever title) is available to provide clerical support to any committee that requires it (referred to in this document as 'Committee Administrator'). This may include the provision of services before and after committee meetings, and attendance at meetings in order to take minutes or to provide any other support required by the committee. Staff members attending a meeting for the purposes of providing clerical support do not have voting rights and do not count towards quorum.

The Property Officer may be an ex officio member of the Property and Assets Committee, has voting rights and counts towards quorum.



Staff members may be appointed chair of a committee, but in general it is preferred that non-uniformed members chair committees.

The Manager/s of Camp Cottermouth will attend the meetings of the Camp Cottermouth Committee **without** voting rights and do not count towards quorum. This acknowledges that the Camp Cottermouth Committee has delegated authority to direct the Managers, who therefore cannot have voting rights over their line managers.

<b>Responsibilities of staff member who is an Administrator of a Committee</b>	<b>Responsibilities of a staff member who is an Ex Officio member of a committee</b>
Provide notice of meetings and reminders	Provide notice of meetings and reminders
Prepare and distribute meeting agendas (with Chair approval)	Prepare and distribute meeting agendas (with Chair approval)
Book meeting venues	Book meeting venues
Set up and distribute video/teleconference links for meetings to all committee members	Set up and distribute video/teleconference links for meetings to all committee members
Take minutes and provide draft to Chair for approval	Take minutes and provide draft to Chair for approval
Distribute action list within 1-5 business days after the meeting	Distribute action list within 1-5 business days after each meeting
Distribute draft minutes no later than 1 week prior to the next meeting (minutes to be formally approved at the meeting)	Distribute draft minutes no later than 1 week prior to the next meeting (minutes to be formally approved at the meeting)
Assist Chair to complete and submit reports to BEC	Assist Chair to complete and submit reports to BEC
Support the Chair to prepare and distribute routine correspondence	Support the Chair to prepare and distribute routine correspondence
---	Raise issues for the consideration of the committee
The committee administrator is not a research officer for the committees; that is the responsibility of the volunteer committee members	Contribute to the development of policy, procedure, initiatives and projects, and any other matters under consideration by the committee, based on the insights and experience arising from their professional role at Scouts ACT. However, the staff member is not responsible for drafting original submissions, proposals, or reports; that is the responsibility of the volunteer committee members.

This table shows a **potential** allocation of Scouts ACT staff members' *primary* attention to each existing or proposed committee.

Committee	BEC member	Administration Officer (Committee administrator)	Executive Officer (Ex officio)	Property Officer (Ex-officio)
Finance	✓	✗	✓	
Appointments	✓	✓	✗	
Cottermouth Operations	✓	✗	✗	
Human Endeavour Recognition Awards	✓	✓	✗	
Property & Assets	✓	✗	✗	✓ = Chair
Governance & Risk Management	✓	✗	✓	
Redress	✓	✗	✓	
IT & Digital Coordination (new)	✓	✓	✓	
Fundraising (new)	✓	✗	✓	
Cottermouth Master planning Working Group (new)	✓	✗	✗	
Zoho Rectification Working Group (new)	✓	✓	✓	
No. of committees to be serviced:	11	4	6	1

### Sample Expression of Interest form

See next page.

A digital forms platform (e.g., Zoho, Google) will be used in order to ensure consistency of process, consistency of questions, enforce word limits, ensure mandatory information is supplied, and to collect responses into an accessible, transparent, and enduring platform.

With the intention of attracting committee members who are genuinely interested in the work of a committee and are able to make a contribution to it, three key questions proposed are:

#### Education & Qualifications

Your educational and professional qualifications (max 200 words)

#### Skills, Experience & Attributes

Briefly describe how your skills, experience and other attributes support those required by the committee (max 200 words)

#### Briefly, describe why you would like to join this committee.

(max 200 words)

The above is indicative and can be adjusted to suit the needs of a particular committee.

## EoI - Camp Cottermouth Committee

Use this form to submit your Expression of Interest to join the Camp Cottermouth Committee of Scouts ACT

Date

dd-MMM-yyyy

Name

First

Last

Phone

Email \*

Scout Membership Number

Please provide your Scouts ACT Membership number (if applicable)

Education & Qualifications \*

Your educational and professional qualifications (max 200 words)

Skills, Experience & Attributes \*

Briefly describe how your skills, experience and other attributes support those required by the Committee (max 200 words)

Briefly, describe why you would like to join this committee. \*

(max 200 words)

Working with Vulnerable People Card \*

- I have a current WWVP
- I am eligible and willing to apply for a WWVP Card

File Upload

Drag & Drop (or) [Choose File\(s\)](#)

If you have a WWVP card, please upload a JPG or PDF of the card (front and back)

SUBMIT

## Subcommittee Terms of Reference

<b>Terms of Reference: Appointments Committee of the BEC</b>	<b>13</b>
<b>Terms of Reference: Camp Cottermouth Committee of the BEC</b>	<b>15</b>
<b>Terms of Reference: Finance Committee of the BEC</b>	<b>17</b>
<b>Terms of Reference: Governance &amp; Risk Management Committee of the BEC</b>	<b>19</b>
<b>Terms of Reference: Human Endeavour Recognition Committee (HERC) of the BEC</b>	<b>21</b>
<b>Terms of Reference: Property and Assets Committee of the BEC</b>	<b>23</b>
<b>Terms of Reference: Redress Committee of the BEC</b>	<b>25</b>
<b>Terms of Reference: Fundraising Committee of the BEC</b>	<b>27</b>
<b>Terms of Reference: IT and Digital Coordination Committee of the BEC</b>	<b>29</b>
<b>Terms of Reference: Camp Cottermouth Master Planning Working Group of the BEC</b>	<b>31</b>
<b>Expression of Interest: Zoho Rectification Working Group</b>	<b>33</b>

## Terms of Reference: Appointments Committee of the BEC

### Title

The sub-committee will be known as the Appointments Committee.

### Purpose

The Appointments Committee is established pursuant to Clause 24 of the Scouts ACT Branch Constitution and its responsibilities and processes are elaborated in the Branch Policies listed.

The purpose of the Appointments Committee is to make recommendations to the BEC for the formal approval of all membership categories and all appointment categories within Scouts ACT. This includes, but is not limited to:

- the appointment of all membership categories , and the transfer and resignation of Members;
- the issuing of Certificates of Adult Appointment, and Secondary Appointments;
- the registration and deregistration of formations in the Branch;
- and any other matters that the BEC may determine from time to time.

### Objectives

1. To ensure that people admitted to membership of Scouts ACT or who already hold an appointment meet required minimum standards for personal ethics, induction to core principles, and training for their role.
2. To establish and maintain a transparent and accountable adult membership appointment process that protects the interests and safety of vulnerable people (youth members), as well as the high quality and high standing of Scouting.
3. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the Appointments Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Appointments Committee, but other policies not listed may also be relevant.

- Policy 1.2 Registration of Groups, Sections, Rover Crews and Fellowships.
- Policy 2.1 Appointment of Adult Members and Leaders.
- Policy 2.2 Leave of Absence for Adult Leaders.
- Policy 2.4 Youth Helpers.
- Policy 2.5 Review of Leader appointments.
- Policy 2.13 Life Members.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Provide advice to BEC consistent with and within the limits of its purpose.
- Financial delegation: to the limit of any annual budget allocated.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

#### Measures of success

1. The Appointment Committee meets monthly.
2. The Appointments Committee reports promptly after each meeting to BEC with a list of recommendations.
3. The approved Appointments List is circulated promptly after each BEC meeting.
4. The Appointments Committee provides advice to BEC as needed on measures that will protect and improve the efficiency, effectiveness, compliance and consistency of policy and procedure regarding Adult membership of the Association.

#### Committee establishment and membership

The membership of the Appointments Committee shall be determined by the BEC from time to time, with reference to Policy 2.1, and the names of the committee members will be recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. A non-uniformed member will be Chair. The Executive Officer or a staff member delegated by the Executive Officer will provide secretariat support to the committee. The secretariat will not have voting rights and shall not count towards quorum.

#### Reporting

The Appointments Committee will report to each meeting of the Branch Executive Committee (BEC) with its recommendation as to appointments, resignations, transfers and leaves-of-absence of Adult Members of Scouts ACT and other matters within its purpose.

#### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Camp Cottermouth Committee of the BEC

### Title

The committee will be known as the Camp Cottermouth Committee.

### Purpose

Camp Cottermouth (the Camp) is Scouts ACT's camping and accommodation facility. In addition to providing facilities for scouting activities and community use, the Camp is a source of funding for ACT Scouting. The Camp Cottermouth Committee (the Committee) is appointed by the Branch Executive Committee (BEC) as a BEC sub-committee to oversee all aspects of the Camp's management within the framework of applicable Branch policies and any directions from the BEC.

### Objectives

1. Establish all policies associated with the running of the Camp.
2. Recommend to BEC any changes that would enhance Camp Cottermouth management.
3. Appoint and manage staff including Camp managers.
4. Ensure compliance with Scouts ACT's statutory and legislative obligations applicable to the Camp.
5. Ensure that the Camp provides services to a high standard to enhance the reputation of Scouts ACT and support the delivery of the Scout Program.
6. Ensure an acceptable financial return to Scouts ACT while recognising the Camp's special relationship with Scouting.
7. Provide advice on siting and infrastructure for new facilities at the Camp.
8. Maintain the Camp's physical and built infrastructure and all equipment to ensure that the Camp's value is maintained, and the Camp's facilities are safe for users and staff.
9. Promote the Camp among Scouts and to the community.
10. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

As part of the Branch's annual budget cycle, the Committee is to put before BEC for its approval the Camp's operating and capital budgets. The Committee is to obtain BEC approval for all capital expenditure in excess of \$10,000 per item. The chair is to provide a report to BEC each BEC meeting or as required by BEC.

### Policies

The policies of Scouts ACT are published on its website. Members of the Camp Cottermouth Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Camp Cottermouth Committee, but other policies not listed may also be relevant.

- Policy 4.1.1 Branch Financial and Asset Management
- Policy 4.3 Insurance.
- Policy 4.8 Maintenance of Scout Halls and Other Major Assets.
- Policy 4.9 Real Property.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Conduct activities and make decisions consistent with and within the limits of its purpose.
- Financial delegation: up to \$10,000 per item and within the limits of the approved budget. This includes agreements to deliver services or carry out works.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements) other than any that fall within the delegations outlined above.

#### Measures of success

1. Sensible growth is pursued, delivering increases in both usage and income from both Scout and external users.
2. The facility supports the needs of Scouting, adapting to suit changing demands arising from the Scout Program and other internal factors, and external factors.
3. The Camp is clean, well-maintained, and attractive, and its facilities and services comply with Scout policies, and regulatory requirements.

#### Committee establishment and membership

The membership of the Camp Cottermouth Committee shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Camp Cottermouth Committee, with voting rights and shall count towards quorum.

#### Reporting

The Camp Cottermouth Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of the Camp Cottermouth Committee will report to BEC in person at least annually.

#### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.



## Terms of Reference: Finance Committee of the BEC

### Title

The committee will be known as the Finance Committee.

### Purpose

The purpose of the Finance Committee is to oversee the efficient and prudent management of the Branch's financial resources. This includes supervising the budget process that establishes both operational and capital expenditure, monitoring performance against the approved budget, investigating and scrutinising financing of major activities, fundraising activities, advising on investment of Branch funds, and assisting Groups and other Scouting formations to manage their financial activities in accordance with Scouts ACT requirements.

### Objectives

1. Ensure that Scouts ACT has adequate and appropriate financial policies and that they are being followed.
2. Formulate strategies for improving the Branch's financial position, in consultation and collaboration with other appropriate entities within the Branch where appropriate (for example the Fundraising Committee and the Camp Cottermouth Committee).
3. Prepare and monitor the annual budget for Scouts ACT.
4. Provide advice and support to the Camp Cottermouth Committee on financial management matters.
5. Report monthly in writing to the Branch Executive Committee (BEC) about the state of the Branch's finances and performance against the budget such that the BEC members have a clear understanding of the finances and can with confidence exercise their responsibilities as members of the BEC.
6. Oversee all financial transactions of the Scouts ACT Branch Office, Camp Cottermouth, and all other Scout formations and ensure that proper records are kept, and bank accounts are maintained properly.
7. Ensure that all necessary financial statements for legal and regulatory purposes are prepared and submitted by the due date.
8. Ensure that risks associated with the Branch's finances are identified, assessed, and controlled.
9. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the Finance Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Finance Committee, but other policies not listed may also be relevant.

- Policy 4.1.1 Branch Financial and Asset Management.
- Policy 4.1.2 Group Financial Management Policy.
- Policy 4.2 Reimbursement of Expenses.
- Policy 4.4 Scout Fund.
- Policy 4.6 Finance and Audit Committee Charter.
- Policy 4.7 Subsidies for Attendance at official Functions

### Delegation

BEC delegates to the committee the following authorities to carry out its duties:

- Conduct activities and make decisions consistent with and within the limits of its purpose.
- Financial delegation: to the limit of any annual budget allocated.

- The Finance Committee is delegated to review spending proposals by all BEC committees, and Groups and formations and make recommendations to BEC, with particular focus on budget capacity and financial risk management.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

#### Measures of success

1. An annual budget for Scouts ACT including 'Branch' is to be prepared and presented to the BEC for approval by the November meeting of the BEC each year.
2. Commence development of procedures for use by groups and formations to implement annual budgets, in collaboration with the Property and Assets Committee, and seeking other input as appropriate, e.g. relevant Assistant Chief Commissioners.
3. The Branch's Financial Statements are to be finalised and appropriate reports prepared for audit by the end of March each year.
4. The Branch's audited financial statements are to be available 14 days before the Annual General Council Meeting.
5. The annual financial return is submitted to the Registrar-General by the end of June each year.
6. The payments and financial transactions of the Branch Office staff are appropriately and adequately monitored and controlled.
7. Groups, Rover Units and other formations and entities of Scouts are provided with assistance to prepare appropriate budgets, and to conduct all financial activities (income, expenditure, saving) in accordance with Scouts ACT policies, procedures, and regulatory requirements.

#### Committee establishment and membership

The membership of the Finance Committee shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Finance Committee, with voting rights and shall count towards quorum.

#### Reporting

The Finance Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of the Finance Committee will report to BEC in person at least annually.

#### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Governance & Risk Management Committee of the BEC

### Title

The committee will be known as the Governance & Risk Management Committee.

### Purpose

The purpose of the Governance & Risk Management Committee is to:

1. Ensure that there is a robust and effective process for evaluating the performance of the BEC, BEC Committees and individual BEC members.
2. Assist the BEC to fulfil its legal, ethical, and functional responsibilities.
3. Assist the BEC in governance.
4. Assist and advise the BEC in exercising due care, diligence, and skill in relation to risk assessment, treatment strategies and monitoring across all categories of risk.
5. Ensure that appropriate insurance policies are in place.
6. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Objectives

1. Facilitate best practice in governance by the BEC and BEC committees.
2. Monitor and provide advice on the adequacy of the Association's Constitution and Policies.
3. Provide objective risk assessment advice and assistance on all aspects of ACT Branch operations and management.
4. Support the Branch Office with insurance matters, including renewals.
5. Develop policies and procedures for the management and documentation of risk and risk treatments across the Branch.

### Policies

The policies of Scouts ACT are published on its website. Members of the Governance and Risk Management Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Governance and Risk Management Committee, but other policies not listed may also be relevant.

- Policy 4.1.1 Branch Financial and Asset Management
- Policy 4.1.2 Group Financial Management Policy
- Policy 4.3 Insurance
- Policy 10.2 Incident Reports
- Policy 10.7 Adventurous Activities and associated Chief Commissioner's Directives.
- 10.8 Risk Management.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Provide advice to BEC consistent with and within the limits of its purpose.
- Financial delegation: to the limit of any annual budget allocated.

### Measures of Success

1. Members of BEC and its committees receive regular guidance and the opportunity to undertake professional development to support them in the performance of their roles.
2. Regular review of the Scouts ACT Constitution and Policies is implemented.

3. Draft initial risk management policies and procedures for BEC approval by 31 December 2022.
4. Risk management is incorporated into the strategic and operational planning processes at all levels within Scouts ACT.
5. Risk assessments are conducted on all new commercial activities, ventures, and projects prior to commencement to ensure alignment with risk appetite and organisational objectives.
6. Appropriate insurance policies are in place and Scouts ACT is meeting its requirements.

#### Committee establishment and membership

The membership of the Governance and Risk Management Committee shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-Uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Governance and Risk Management Committee, with voting rights and shall count towards quorum.

#### Reporting

The Governance and Risk Management Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of the Governance and Risk Management Committee will report to BEC in person at least annually.

#### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Human Endeavour Recognition Committee (HERC) of the BEC

### Title

The committee will be known as the Human Endeavour Recognition Committee (HERC).

### Purpose

HERC assists the Chief Commissioner in identifying worthy candidates for consideration to receive civil honours and awards within the Order of Australia system, and appropriate recognition within the Scout Australia Adult Recognition Award system.

### Objectives

1. Encourage nominations from all formations of Scouts ACT.
2. Facilitate wide, public recognition and appreciation of members and supporters.
3. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT and Scouts Australia are published on their websites. Members of the HERC are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the HERC, but other policies not listed may also be relevant.

- Policy 2.13 Life Members.
- Policy 2.15 Recognition of contributions made by members and supporters.
- Scouts Australia Policy and Rules R13 Decorations and Awards.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Provide advice to BEC via the Chief Commissioner consistent with and within the limits of its purpose.
- Financial delegation: to the limit of any annual budget allocated.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

### Measures of success

1. Contact every formation of Scouts ACT at least once per round to encourage them to nominate candidates and offer them assistance to do so.
2. Minimum of 20 candidates awarded per year.
3. Fair representation of gender, age, formations, roles is achieved amongst those nominated and those recognised.

### Committee establishment and membership

The membership of the Human Endeavour Recognition Committee shall be determined by the BEC each year and the names of the committee members recorded in the minutes. BEC will appoint the Chair from among the committee members. The Chair may, with BEC approval, co-opt additional expertise to the

committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Human Endeavour Recognition Committee, with voting rights and shall count towards quorum.

### Reporting

The Human Endeavour Recognition Committee will submit a report to the Branch Executive Committee (BEC) at least twice each year as follows:

1. Prior to opening the annual nomination process to apprise the BEC of the process and timing proposed for the current year's round.
2. At the close of its process to provide the BEC with an anonymised report on number of nominations in total, number of awards in each category, an assessment of the success of the round and recommendations for future improvements, and any other relevant information.

The Chair of the Human Endeavour Recognition Committee will report to BEC in person at least annually.

### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Property and Assets Committee of the BEC

### Title

The committee will be known as the Property and Assets Committee.

### Purpose

The purpose of the Property and Assets Committee is to provide advice and services pertinent to the planning, management, review and oversight of property and other major assets.

### Objectives

1. Ensure that all ACT Branch leases are up to date.
2. Provide advice and assistance to Property Managers that addresses potential risk to the assets, risks to user safety and risk to brand. This includes ensuring properties are structurally maintained, physically secure, compliant with safety regulations including fire safety and management of hazardous materials (e.g., asbestos, gas), and are well-presented.
3. Working collaboratively with the Finance Committee, provide budgetary advice to assist Branch and Groups to set appropriate fees to support annual maintenance and lifecycle capital works, and to establish and maintain funds to support major capital works.
4. Assist Groups and formations with development applications.
5. Assist groups and formations with the procurement and delivery of repairs and building works.
6. Support the Branch Office to liaise with the Branch insurance broker to assess risks to halls.
7. Develop a strategic plan for the maintenance and upgrade of properties, with recommendation to BEC by 31 December 2021.
8. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2022.

### Policies

The policies of Scouts ACT are published on its website. Members of the Property and Assets Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Property and Assets Committee, but other policies not listed may also be relevant.

- Policy 4.1.1 Branch financial and asset management.
- Policy 4.8 Maintenance of Scout property and other major fixed assets.
- Policy 4.9 Real Property (and its attachments).
- Policy 7.1 Group Support Committee guidelines.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Conduct activities and make decisions consistent with and within the limits of its purpose.
- Expenditure of funds from the committee's approved operating budget up to \$10,000 on any one project. Proposed expenditure exceeding these limits requires BEC approval.
- Review expenditure applications by Scouts ACT formations over \$15,000 per item of the applicants' own funds and make recommendations to BEC.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

## Measures of success

1. A Lifecycle Plan is in place for each property.
2. A Maintenance Plan is in place for each property.
3. A budget for maintenance and life cycle works is in place for each property.
4. A proposal for a sinking fund is provided to BEC for consideration by 31 December 2021.
5. Leases are up to date and a sustainable procedure is established to keep leases up to date.
6. Documentation for each property is up to date and held centrally by the Branch Office, including:
  - a. Building plans.
  - b. Life Cycle Plan.
  - c. Maintenance Plan.
  - d. Photographs.
  - e. Compliance reports.
  - f. Asbestos report.
  - g. Inventory.
  - h. Property and assets valuations.
  - i. Development applications (if applicable).
  - j. Building applications/approvals/certifications (if applicable).
7. Branch Office has means of access to all properties.
8. The PAC is meeting regularly and reporting monthly to BEC.

## Committee membership

The membership of the Property and Assets Committee shall be determined by the BEC. The names of the committee members will be recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Property and Assets Committee with voting rights and shall count towards quorum.

## Reporting

The Property and Assets Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of the Property and Assets Committee will report to BEC in person at least annually.

## Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.



## Terms of Reference: Redress Committee of the BEC

### Title

The committee will be known as the Redress Committee.

### Purpose

The purpose of the Redress Committee is to provide advice and assistance to BEC and the Branch administration team in relation to Scouts ACT's responsibilities as a participating organisation in the National Redress Scheme (Scheme).

### Objectives

1. To investigate and make recommendations to BEC on matters within its purpose.
2. As part of the Branch's annual budget cycle, to put before BEC for its approval the Committee's expected claims under the Scheme.
3. To ensure that Scouts ACT meets all its obligations under the Scheme.
4. To undertake research and investigations to support institutional responses to the Scheme Operator.
5. To draft and submit institutional responses to the Scheme Operator within required timeframes.
6. To keep all information relating to claims made through the Scheme confidential as required by the relevant legislation.
7. To assist the Chief Commissioner, Branch President, or other person as relevant to provide personal responses to survivors of institutional abuse as part of the Scheme.
8. To assist the BEC to develop procedures and policies in relation to good governance of Scouts ACT's involvement in the Scheme.
9. To ensure that appropriate records are kept regarding decisions and communications made by the Committee in performing its role.
10. To liaise with the Branch insurance broker and the Executive Officer to ensure that the Branch's insurers are put on notice and, where possible, consulted regarding the content of institutional responses before they are lodged with the Scheme Operator.
11. To liaise with the Branch insurance broker to assess likelihood of redress claims being accepted by insurers.
12. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the Redress Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the Redress Committee, but other policies not listed may also be relevant.

- Policy 2.11 Privacy Policy Guidelines.
- Policy 2.12 Conflict of Interest policy.
- Policy 10.2 Incident Reports.
- Policy 10.9 Reporting of Actual or Suspected Child Abuse.
- Policy 10.10 Child Protection.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

1. The Committee may provide institutional responses on behalf other BEC where at least two members of the Committee have approved the wording of the response in writing.

2. The Committee may seek legal advice as necessary to carry out its functions, up to a limit of \$30,000 per financial year.

#### Committee establishment and membership

The membership of the Redress Committee shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Redress Committee with voting rights and shall count towards quorum.

#### Reporting

The Redress Committee will submit a confidential report every month after a claim has been received to the BEC. The report should not have any details of the claim, but it should advise whether the claim is supported by documentary evidence or not. It should also state whether it is during a period where the Branch is insured, and whether the Branch's insurance broker has been advised. If legal advice has been obtained, the report should note that.

#### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Fundraising Committee of the BEC

### Title

The committee will be known as the Fundraising Committee.

### Purpose

The purpose of the Fundraising committee is to maximise the income to the Branch and formations from grants that are or may be available from government, corporate and private philanthropic sources, and other income-generating activities such as donations, sponsorships, events and sale of merchandise or services.

### Objectives

1. **Grants**
  - a. Research and evaluate all potential sources of grant income for Scouts ACT and its Formations.
  - b. Develop content, and a grant writing and review process, that will optimise Scouts ACT's chances of securing grants.
  - c. Coordinate the submission of all applications from Scouts ACT and its formations.
  - d. Maintain data on the number of grants submitted and the success or otherwise of those applications. Lessons learned from grant applications are to be captured and recorded and used to modify and improve Scouts ACT's grant process.
2. **Donations**
  - a. Support the Arthur Shakespeare Foundation to build its donor base.
  - b. Ensure Scouts ACT honours its commitment to promote the Lord Baden Powell Society.
3. **Other income-generating activities**
  - a. Research and evaluate other income generating activities and develop a plan of action for BEC consideration.
4. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the Fundraising Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the Fundraising Committee, but other policies not listed may also be relevant.

- Policy 4.1.1 Branch Financial and Asset Management
- Policy 4.5 Sponsorship

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Conduct activities and make decisions consistent with and within the limits of its purpose.
- Expenditure within the limits of the approved budget.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

### Measures of success

1. The initial target for income from grants and other sources is \$250,000 per annum. This goal may be modified following initial research work of the subcommittee.
2. The initial number of grant applications to be submitted is 8-12 (2-3 per quarter).
3. The initial success rate for grant application is 50% (4-6 per year).
4. At least one 'other' income-generating activity per annum will be conducted.

### Committee establishment and membership

The membership of the Fundraising Committee shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of the Fundraising Committee with voting rights and shall count towards quorum.

### Reporting

The Fundraising Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of Fundraising Committee will report to BEC in person at least annually.

### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: IT and Digital Coordination Committee of the BEC

### Title

The committee will be known as the IT and Digital Coordination Committee.

### Purpose

Across the not-for-profit sector there is a greater reliance than ever on Information and Communications Technology for effective program delivery and management of finance, personnel, and resources. Critical to these areas are fundraising, project and program management, communications with the membership, external stakeholders and the public, and impact evaluation. The purpose of the committee is to align the strategic goals of Scouts ACT to the appropriate use of hardware, software, knowledge, and skills, and to ensure investment in IT delivers benefit and represents value for money.

### Objectives

1. Integrate the use of IT with the Mission of Scouting including public-facing platforms (website, social media) and internal platforms (program delivery, risk management, finance, training, budget, procurement, and personnel services).
2. Ensure IT solutions are affordable but effective (value for money, efficient).
3. Be user-focussed. Make it easy for the public, stakeholders, volunteers, and staff to engage with Scouting by providing fit-for-purpose systems and, where applicable, ongoing training and skills development.
4. Be prepared, in conjunction with external service providers, to manage outages and other disruptions, and for making backups.
5. Maintain an IT system with a strong focus on personal and organisational critical data security and privacy.
6. Develop policies and operating procedures for all Scout IT systems.
7. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the IT and Digital Coordination Committee are required to be familiar with the Association's policies. The following policies are of particular relevance to the deliberations of the IT and Digital Coordination Committee, but other policies not listed may also be relevant.

- Policy 2.8 Adult Member Files.
- Policy 2.11 Privacy Policy Guidelines.

### Delegations

BEC delegates to the Committee the following authorities to carry out its duties:

- Provide advice to BEC consistent with and within the limits of its purpose.
- Financial delegation: to the limit of any annual budget allocated.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

### Measures of success

1. Inventory of IT systems, platforms, services in use across Scouts ACT is complete by 31 December 2021.
2. Quantify annual ICT costs for Scouts ACT.
3. Identify redundancies, gaps and duplications in the Branch IT ecosystem and make recommendations by 30 June 2022 for a phased response to address these.
4. Complete a review of security measures and recommend a plan (with timetable and costings) for improvements by 31 December 2021.
5. Establish a dynamic documentation process for all IT systems.

### Committee establishment and membership

The membership of the IT and Digital Coordination Committee shall be determined by the BEC, and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the committee members. It is preferred and encouraged that the Chair is a non-Uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the committee. The Executive Officer, the Branch President, the Chief Commissioner and the Scouts ACT representative on the National Digital Transformation Committee will be ex-officio members of the IT and Digital Coordination Committee with voting rights and shall count towards quorum.

### Reporting

The IT and Digital Coordination Committee will submit a report to each meeting of the Branch Executive Committee (BEC). The Chair of the IT and Digital Coordination Committee will report to BEC in person at least annually.

### Review

The committee will review these Terms of Reference (TOR) once every 2 years (minimum) and submit the revised TOR to BEC for approval.

## Terms of Reference: Camp Cottermouth Master Planning Working Group of the BEC

### Title

The committee will be known as the Camp Cottermouth Master Planning Working Group.

### Purpose

#### Context:

1. Camp Cottermouth is a commercial business operating in a dynamic environment. In order to remain viable, the Camp must be proactive in understanding its operating environment, and continuously adapting to both risks and opportunities. As a key income source for Scouts ACT, it is highly desirable that the Camp be positioned not only to protect its current income, but to grow income.
2. Camp Cottermouth is a key Scout facility, and in that context too its operating environment is not static. The Camp must be responsive to the needs of Scouting by providing fit-for-purpose camping, training and adventure services and assets that support and enhance the Scout Program.

The purpose of the Camp Cottermouth Master Planning Committee is to develop a plan that provides a long-term vision and practical implementation guide for future growth and development of the Camp, including analysis, recommendations, and proposals, guided by the dual requirements to deliver a sustainable income to Scouts ACT and to support the delivery of the Scout Program.

This working group is established for the specific purpose of leading the development of a masterplan and will then be disbanded to be replaced by other appropriate governance structures to oversee the phased implementation of the masterplan.

### Objectives

1. Develop a masterplan including:
  - a. the structures, service offerings, and uses proposed for the site.
  - b. business case analysis for the proposed structures and uses.
  - c. phasing and implementation recommendations.
  - d. priorities for action.
2. Establish an enduring and dynamic consultation mechanism to receive the input of the Scouting community and other stakeholders and to validate the concepts developed within the plan, and which also provides a feedback and consultation mechanism that can be reused for future projects at Cottermouth.
3. Review applicable Scouts ACT policies and report with recommendations to BEC by 31 December 2021.

### Policies

The policies of Scouts ACT are published on its website. Members of the Camp Cottermouth Master Planning Working Group are required to be familiar with the Association's policies.

There are no specific policies for Camp Cottermouth, but the Master Planning Working Group is directed to the Terms of Reference for the Camp Cottermouth Committee, which has extensive responsibilities as manager of business-as-usual camp operations which the Working Group should be aware of and responsive to.

## Delegations

BEC delegates to the Working Group the following authorities to carry out its duties:

- Provide advice to BEC consistent with and within the limits of its purpose.
- Financial delegation: within the limits of the approved budget.

Proposed expenditure exceeding these limits requires BEC approval.

Committee members are not authorised to sign deeds, contracts, regulatory forms, and other binding documents without BEC authorisation (for example: development applications, building applications, loan applications, grant applications, service agreements).

## Measures of Success

1. A Concept Plan is released and consultation on it is completed by 31 December 2021.
2. A Masterplan, rigorously validated by external experts and internal stakeholders is presented to BEC for approval by 30 June 2022.

## Committee establishment and membership

The membership of the Camp Cottermouth Master Planning Working Group shall be determined by the BEC each year and the names of the committee members recorded in the BEC minutes. BEC will appoint the Chair from among the Working Group members. It is preferred and encouraged that the Chair is a non-Uniformed Member. The Chair may, with BEC approval, co-opt additional expertise to the Working Group. The Executive Officer, the Branch President and the Chief Commissioner will be ex-officio members of Camp Cottermouth Master Planning Working Group with voting rights and shall count towards quorum.

## Reporting

The Camp Cottermouth Master Planning Working Group will submit a progress report to each meeting of the Branch Executive Committee (BEC). The Chair of the Camp Cottermouth Master Planning Working Group will report to BEC in person at least annually.

## Review (of Terms of Reference)

Not applicable. It is anticipated that this Working Group will have fulfilled its purpose in approximately 12 months and will be disbanded.



## Expression of Interest: Zoho Rectification Working Group

### Overview

The BEC is establishing a Working Group consisting of individuals possessing relevant knowledge and skills to guide the Zoho forms project back on course.

The Working Group will have three tasks.

1. Identify the fixes required for the current forms (**Youth Membership** and **Activity Approval**), including identifying the highest priority pressure points for urgent attention, working in collaboration with the contractor.
2. Review the **Adult Membership** form (not yet released) and provide feedback to contractor to help ensure that a suitable and functional form/workflow is produced.
3. Observe, test, and gather feedback from users on the three forms/workflows. Assess the suitability of Zoho for continued use. Make recommendations to BEC.

The Working Group has a tight and specific purpose, as outlined above, and thus will have a finite life, expected to be approximately 6 months from the date of implementation.

### Expressions of Interest

Expressions of Interest are invited from members and friends of Scouting to join the Zoho Project Rectification Working Group. Please note that this is a skills-based call. The purpose of the Working Group is to identify and implement solutions, rather than to be a discussion forum.

Volunteers are sought with skills and experience in IT project management, business systems or process analysis, data management, database structure and management, change management, communications, and training delivery, united with an understanding of the daily rhythms and requirements of Scouting.

The time commitment is forecast to be:

- One initial meeting to brief all members on the project and agree on the Working Group's process – allow 2 hours.
- One Working Group meeting per fortnight (online) – allow up to 2 hours.
- Some email/chat-based online communication – ongoing.

Please indicate your interest by submitting a reply using [this short form](#).

### User feedback

To support the Working Group to achieve speedy resolution of current problems, user feedback (problems, wish list, observations) is invited via these channels:

- Email to [support@scoutsact.com.au](mailto:support@scoutsact.com.au)
- Contact Andrea Butler, who as a member of the BEC is well-placed to be a communication conduit between Group Leaders and BEC (E: [groupleader.southwell@scoutsact.com.au](mailto:groupleader.southwell@scoutsact.com.au))

Feedback already provided to these channels has been logged and need not be re-submitted.

Thank you for your endurance through this challenging experience. I and my BEC colleagues are committed to delivering a solution.

Jackie Stenhouse  
President

Jo Legge-Wilkinson  
Executive Officer

Appendix A: Members of existing BEC committees (as at 7 August 2021)

