



YOUTH ZONE TRUSTEE HANDBOOK





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WELCOME

Congratulations on becoming part of the OnSide Network! Senior volunteers, such as yourself, who give their time and expertise to help support young people locally, are essential to the success of each Youth Zone. Thank you for the part you play in the Youth Zone community, together we are creating a generation of happier, healthier and better prepared young people for the challenges they face ahead.

INTRODUCTION

This Handbook has been prepared to support Board members, often with experience of private sector Boards but maybe not charity Boards, achieve best practice in charity governance thereby ensuring the success of the Youth Zone.

Youth Zones are independent charities and companies limited by guarantee. They are part of the OnSide Youth Zone Network which operates as a federation. Each Youth Zone has its own governing document (either a Memorandum and Articles of Association (“M&AA”) or an Articles of Association) which are based on a template to ensure consistency throughout the Network. Each Youth Zone is responsible for recruiting and maintaining its own Board of trustees in line with its governing document.

Trustees are responsible for the performance of the Youth Zone and ensuring it is run as well as it possibly can be, acting with care, compliance and prudence. Trustees execute this responsibility through the appointment of a Chief Executive, the creation of a strategy that best meets stakeholder needs and monitoring the delivery of that strategy.

THE ONSIDE MODEL

The OnSide model originated from the exceptional Bolton Lads and Girls Club. OnSide has created many new Youth Zones, each taking advantage of the learning and experience gained from the growing Network. OnSide has been able to develop and refine best practice relating to a Youth Zone, continuously enhancing the experience for young people and the value delivered for those who invest charitably in our work.

The OnSide model, what we call ‘the DNA’, provides the vision and principles which we abide by, see Appendix 1. This is at the heart of being part of the OnSide movement and provides an anchor for our work and helps us navigate competing priorities.

PRINCIPLES OF GOOD GOVERNANCE

The guidance within this Handbook is aligned with the Charity Governance Code:

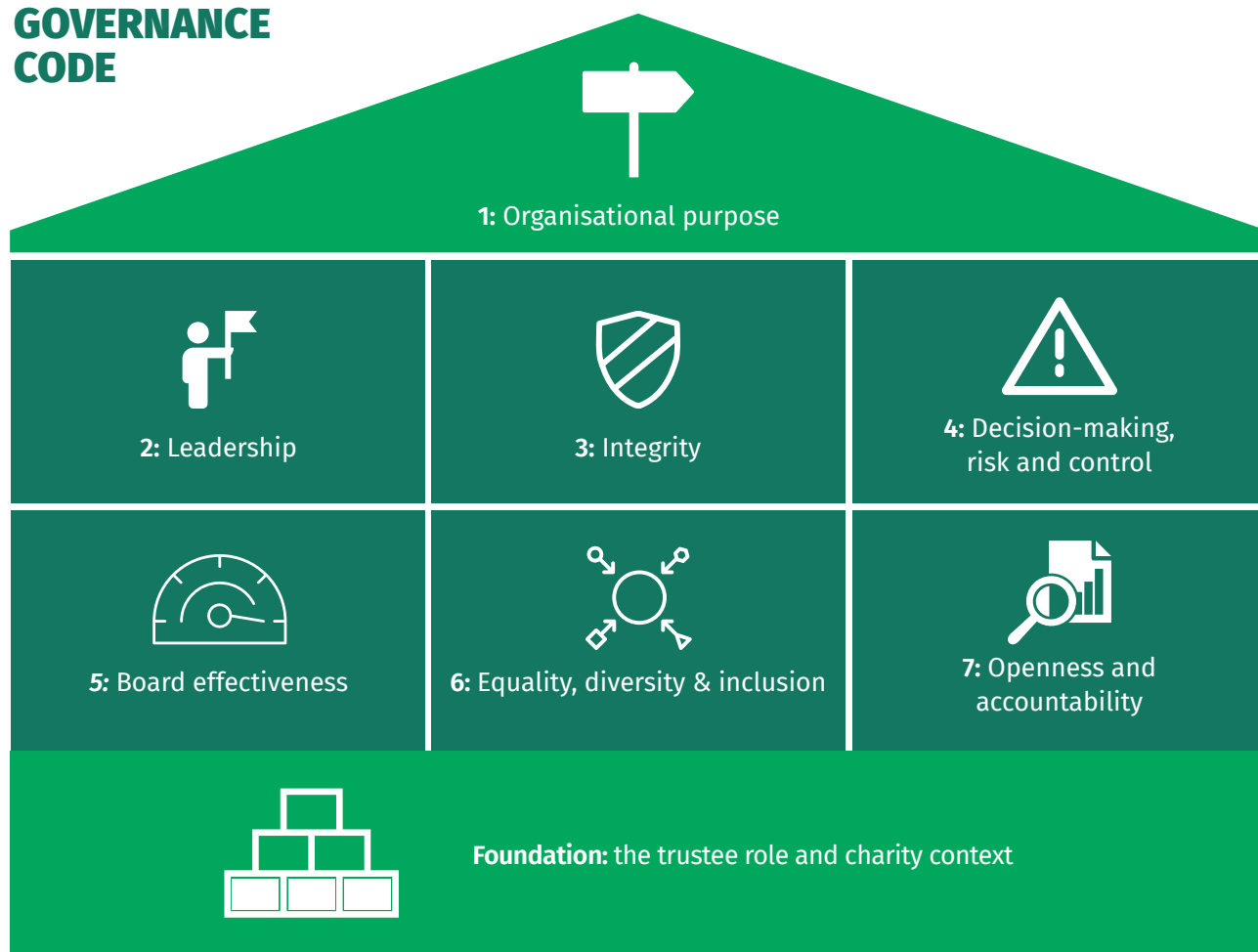
“The Charity Governance Code represents a standard of good governance practice to which all charities should aspire. We encourage all charities to use it, following and applying its principles proportionately to their circumstances.”

Sarah Atkinson, Director of Policy and Communications
at the Charity Commission

The new version of the Charity Governance Code was updated in 2020 setting out the principles and recommended practice for good governance. In response the Charity Commission withdrew its ‘The Hallmarks of an Effective Charity (CC10)’ guidance and instead directs trustees to this Code. The Code is intended to be a tool for continuous improvement.

The Charity Governance Code has 7 principles. These build on the assumption that a charity is meeting its legal and regulatory responsibilities as a foundation.

CHARITY GOVERNANCE CODE



ORGANISATIONAL PURPOSE

Charities exist to fulfil their charitable purpose. Trustees have a responsibility to understand the environment in which the charity is operating and to lead the charity in fulfilling its purposes as effectively as possible with the resources available. To do otherwise would be failing beneficiaries, funders and supporters. The board's core role is a focus on strategy, performance and assurance.



1.1 PURPOSE AND PUBLIC BENEFIT

It is important the Board is clear about the charity's purpose and public benefit, has a governance process that supports it to be delivered effectively and sustainably, and periodically reviews the purpose to ensure it stays relevant and valid. The Youth Zone's purpose is articulated in the charitable objects set out in its governing documents; all of the Youth Zone's activities must be to achieve or support these objects. The Youth Zone's purpose is presented in clearer terms in its mission which can be found on the Youth Zone Fact Sheet (see the OnSide Resource Centre, ORC).

Essentially the Youth Zones goals are to:

- Give young people a safe place to go to have fun and grow
- Help young people lead healthier happier lives
- Enable young people to better face life's challenges
- Help young people to raise their aspirations and achieve in education and employment
- Strengthen communities by supporting young people to be empowered, active, caring citizens



The Youth Zone achieves this through activities within the 6 programme themes:

GET ACTIVE

promotes health and fitness and builds self esteem

GET CREATIVE

develops creativity skills and confidence

GET OUTDOORS

promotes confidence, teamwork and social skills

GET SORTED

promotes healthy minds, lifestyles and choices

GET AHEAD

supports future employment / enterprise success

GET CONNECTED

promotes citizenship and leadership skills

The Board of a charity has a strong obligation towards stakeholders (including young people), communities, wider society and the environment, and acts on it in a manner consistent with the charity's purpose, values and available resources.



1.2 PLANNING TO ACHIEVE THE CHARITABLE PURPOSE

The Board, led by the Chair, is responsible for ensuring that the Youth Zone has a strategy to achieve the charitable purpose that best meets the needs of all stakeholders, with a sufficiently ambitious but achievable annual business plan and budget to deliver it, and that the right team is in place to ensure success.

THE STRATEGIC PLAN

The Strategy is the big vision setting out the direction of travel and objectives for the next 3-5 years; it clearly outlines the priorities and the difference the Youth Zone wants to make. It is not intended to be overly detailed but instead takes a 'helicopter view' of the organisation and its development plans. The Strategic Plan is about relating to the outside world, prioritising, giving purpose and direction, motivating trustees, staff and volunteers and matching capabilities to needs.

The Board will sense check it at least annually to ensure the Business Plan priorities and annual budgets support the achievement of the Strategy and that it remains relevant.

THE BUSINESS PLAN

The annual Business Plan breaks down the focus of activities and resources that ensure delivery against the strategic objectives.

It outlines what the organisation wants to achieve, details the plan to achieve it, the required budget and how progress will be measured. The plan should also show an understanding of the market, and that the work of the Youth Zone has a social impact.

The activities within the Business Plan should reflect both local need and the Board's ambition and not be limited or skewed by the existing skills and expertise within the Youth Zone team.

The Board agree the Business Plan and monitor progress through the Board meeting and supporting reports (see ORC for templates and examples).

The key areas to consider in developing the strategic plan and therefore business plan are: results, resources, partnerships and communications. These will be underpinned by the cross-cutting themes of safeguarding and health and safety.

To help keep track there is a schedule of items Boards review in Appendix 2

1.3 MEASURING AND EVALUATING IMPACT

The measurement of the quality of the delivery and its impact is core to our understanding of the Youth Zone's effectiveness in changing young people's lives. Salesforce is the key tool to record and analyse the data we collect providing valuable insights at an individual, project, organisational and network level.

1. MEMBERS: Who uses our services and in what numbers. This helps us to understand our reach and provides a basic indicator of quality: as our service is voluntary young people will quickly vote with their feet.

2. ACTIVITY: The activities provided and young people's engagement levels. This enables us to link individual positive progression to the activities they have participated in.

3. PROGRESSION: We measure the progression individual young people make, as a result of our support, through our five 'top-line' soft outcomes (generally measuring young people's own perception of change) and hard outcomes e.g. gaining a qualification, getting a job, or weight change relative to personal goals.

Activities and interventions will be designed to achieve these five soft outcomes:

- **Confidence**

- A belief and trust in self
- A positive self-image
- A belief that can effect change in own life

- **Relationships (social skills)**

- The ability to and taking action to form positive relationships with others
- Possession of the skills that support you to interact and engage with others

- **Emotional intelligence and resilience**

- The ability to understand, control and express own emotions/feelings and to understand the feelings of others and react to them in a suitable way
- The ability to recover readily from difficulties; toughness or buoyancy



- **Health (physical and mental)**

- The physical health of young people as well as their mental and emotional wellbeing
- Choosing positive behaviours (e.g. around sexual health, alcohol and drugs) and keeping themselves safe

- **Aspiration and achievement**

- Having the aspirations, motivation and skills to achieve and actually taking action to achieve in education, employment or training

4. POSITIVE LIFESTYLE CHANGES: The wider or longer term impacts of our work – young people engage with a wide variety of services at a Youth Zone, usually over a long period of time. This results in positive lifestyle changes that cannot always be linked to a particular activity or service but are the result of sustained engagement and support. Examples include improved attendance or grades at school and a reduction in antisocial behaviour.

5. QUALITY OF DELIVERY – we measure the quality of our delivery through stakeholder feedback, self-assessment and peer assessment. We have an Excellence Framework to provide a quality standard which all Youth Zones work towards continually assessing their own performance and action planning to achieve excellence through the business planning cycle.

The Board have a responsibility to monitor and review the effectiveness of the Youth Zone in achieving outcomes and impacts to ensure accountability to the stakeholders and funders.

Ask to see Salesforce to better understand the potential of data being collected

LEADERSHIP

An effective board provides strategic leadership in line with the charity's aims and values. Strong and effective leadership helps the charity adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.



2.1 PROVIDING LEADERSHIP FOR THE YOUTH ZONE

The trustees provide oversight and direction, support and constructive challenge, holding the executive team, led by the Chief Executive, to account in terms of meeting the Youth Zone's strategic objectives and ensuring the appropriate structures, processes and culture are in place.

The trustees do not run the Youth Zone, but it is their responsibility to ensure that it is properly run. The six main duties of a trustee are:

- **Ensure your charity is carrying out its purposes for the public benefit:** understanding the purpose and overseeing the organisation's activities to further its purpose (see section 1)
- **Comply with your charity's governing document and the law:** this also includes ensuring appropriate reporting such as reporting any serious incident to the Charity Commission and filing the Annual Returns for the Charity Commission and Companies House
- **Act in your charity's best interests:** includes making balanced and informed decisions and avoiding conflicts of interest (see section 3)
- **Manage your charity's resources responsibly:** ensuring competent and prudent management including work undertaken by third parties (e.g. for specialist delivery), avoiding exposing the charity's assets, beneficiaries or reputation to undue risk (see section 4)

- **Act with reasonable care and skill:** this includes giving sufficient time to the Youth Zone to carry out your responsibilities effectively e.g. preparing for meetings, sitting on board committees where needed, supporting the lead staff for the portfolio you oversee and promoting the Youth Zone externally
- **Ensure your charity is accountable:** ensuring good practice in governance, demonstrating compliance with the law, being accountable to beneficiaries and supporters and holding the CEO to account (see section 7)

To achieve this the Board needs to have a good understanding of the Youth Zone's activities, crucial to this is creating the conditions in which the Youth Zone's workers are confident and able to provide trustees with the information, advice and feedback they need to make sound decisions.



2.2 BOARD ROLES

The Chair provides leadership to the Board taking responsibility to ensure there are appropriate structures and a productive culture. Trustees will have clearly defined roles on the Board providing leadership support and championing their portfolio (see Appendix 3 for detailed duties).

The Board should ensure that each of the following roles or portfolios are the responsibility of a specific trustee.

- **Chair** - lead the Board, ensure good governance, act as a figurehead, support the Chief Executive to achieve the organisation's aims and optimise trustees and staff relationships
- **Deputy Chair** - deputise for the Chair, also provide a sounding board for the Chair and serve as an intermediary for the other trustees if needed
- **Youth Zone Delivery Quality** - oversee quality assurance of the delivery and Youth Voice
- **Network Champion** - monitor and ensure adherence to the OnSide Network Agreement including the DNA and challenge any departure
- **Treasurer** - ensure prudent and appropriate use of the financial resources, be accountable for: solvency, maintenance of accounting records; external audit; and appropriate reporting
- **Legal** - ensure compliance with charity law and the requirements of the Charity Commission and provide support to respond to any other legal issues related to governance or operations
- **Governance** - ensure the Youth Zone remains true to the charitable purpose and objects, support Board appointments and development and oversee the decision-making whistle-blowing processes
- **Private Sector Fundraising** - support the CEO and Private Sector Development Manager to cultivate and steward relationships with potential and existing patrons
- **Marketing and Communication** - act as guardians of the brand advising on the development and management of the brand, the visual identity and public profile
- **Local Engagement** - strengthen and develop partnerships including with public bodies and ensure active diverse community engagement
- **Safeguarding** - to ensure appropriate systems are in place (reviewed regularly), be the lead contact for escalated issues and provide support on complex cases
- **Facilities Management and Health & Safety** - ensure property is protected, maintained, insured and presented appropriately. Ensure compliance with all Health & Safety legislation
- **Human Resources** - ensure that all aspects of the HR functions are delivered fairly, effectively and within the law and sit on the Appointments and Remuneration Committee



Trustees can take the lead on more than one specialist area although to achieve segregation of duties the Chair and Treasurer should be separate roles and separate also from Legal and Governance (which may be merged). Each trustee should spend time with the equivalent lead within the Youth Zone team to provide support and leadership and to gain a detailed understanding of the area of operation yet still remaining strategic rather than operational to avoid cutting across lines of accountability and reporting.

It is also noted that although specific trustees are assigned particular areas to lead, each of these is the responsibility of the Board as a whole. The rationale for assigning trustee-leads is to provide greater assurance to the Board and support for staff. However, all trustees should be mindful of these different areas when making decisions and overseeing how the Youth Zone is run.

Trustees, Members and Directors

The Youth Zone is a charitable company limited by guarantee. The company's articles provide that anyone appointed to the Board becomes both a member and director of the company. They also automatically become a charity trustee. If they cease to be a trustee/director, they also cease to be a member. A register of members must be maintained. Each member of the Board guarantees to contribute a sum not exceeding £10 in the event of the charity being wound up.

Subsidiary organisations

It may be necessary for the Board to create a subsidiary organisation such as a trading company for example to manage VAT effectively around catering and hospitality. Where this is the case there needs to be clarity about the rationale, benefits and risks. The formal relationship between the parent charity and each of its subsidiaries will be clearly recorded and periodically reviewed to assess whether these arrangements continue to best serve the organisation's charitable purposes. These arrangements will involve some overlap in governance but also directors on each that are independent from the other: further guidance can be found in the Charity Commission's 'CC35 Trustees, trading and tax: how charities may lawfully trade'.



2.3 UPHOLDING THE VALUES

The Board act in accordance with the shared values of the OnSide Network, leading by example and ensuring the values underpin all their decisions and the charity's activities. The values of the OnSide Network are:

Young People First: young people are at the heart of everything we do, inspiring and challenging us to deliver services that exceed their needs and challenge them to be the best they can be.

Excellence: we encourage ourselves and each other to be the best we can be through continuous learning and improvement, and we have a focus on finding solutions.

Respect: we act with honesty and integrity, celebrating diversity across the whole organisation and caring about each other, our young people and the Youth Zone environment.

Collaborative: we will create and nurture strong, creative partnerships, working together to achieve better results and outcomes for young people.

Ambitious: we are passionate and driven in taking on new challenges, embracing new ideas, and exceeding our ambitions for young people, the Youth Zones and our local communities.

INTEGRITY

Delivering the charity's purposes for public benefit should be at the heart of everything the board does. This is true even when a board's decision might be unpopular. Everyone who comes into contact with a charity should be treated with dignity and respect and feel that they are in a safe and supportive environment. Charity leaders should show the highest levels of personal integrity and conduct.

To achieve this, trustees should create a culture that supports the charity's values, adopt behaviours and policies in line with the values and set aside any personal interests or loyalties. The board should understand and address any inappropriate power dynamics to avoid damaging the charity's reputation, public support for its work and delivery of its aims.

It is the Board's responsibility to ensure the Youth Zone operates legally, responsibly and ethically in line with its own aims and values to promote and protect the brand. Trustees should act in the best interests of the Youth Zone and its beneficiaries, creating a safe, supportive, respectful and welcoming environment for all who comes into contact with the charity including staff, volunteers, partners and young people.

3.1 CODE OF CONDUCT

The Charity Governance Code recommends trustees adopt and adhere to a suitable code of conduct that sets out expected standards of probity and behaviour. They suggest the code of conduct should be underpinned by either the NCVO Charity Ethical Principles (beneficiaries first, integrity, openness, and the right to be safe) or the Nolan Principles - the 'Seven Principles of Public Life' (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) that it is recommended all public bodies adopt.

The purpose of the code of conduct is to provide trustees with an understanding of what is required of their role, enabling them to be transparent, open and accountable in what they do and how they do it to help avoid or address any problems. An outline template for a code of conduct from The Charity Trustee Network is available in Appendix 4.



3.2 SAFEGUARDING

Trustees should understand their safeguarding responsibilities (see Appendix 7 for the Trustee Safeguarding Handbook), going beyond the legal minimum to promote a culture where everyone feels safe and respected and knows how to raise concerns.

The Board has responsibility to ensure there are appropriate and regularly reviewed safeguarding policies and procedures, there is ongoing training for staff and volunteers (including trustees), that risks are managed (see section 4.5) and that any weaknesses are investigated. OnSide have produced a Safeguarding Toolkit available to all Youth Zones and can support with safeguarding audits. It is also beneficial for the Safeguarding Trustee to work with the Designated Safeguarding Lead to annually review practice against the Excellence Framework standards.



3.3 POWER IMBALANCES

No one person or group should have undue power or influence in the charity. In accordance with this, it should be remembered that all trustees have equal rights and responsibility for decision making. It is worth considering whether the local standing of individual trustees creates a real or perceived power imbalance which inhibits some trustees from challenging and taking alternative views, and how this can be addressed. The Board should also consider how individual or organisational power can affect dealings with the Youth Zone team, beneficiaries, partners or the wider community and act responsibly and ethically with regards to the use of that power.



3.4 DEALING WITH CONFLICTS OF INTEREST

Conflicts of interest and conflicts of loyalty may arise where an individual's personal, family or business interests and/or loyalties conflict with those of the Youth Zone. This can include a role with another organisation such as directorships or a controlling interest in another organisation. Whether real or perceived such conflicts may create problems: by inhibiting free discussion; if decisions are taken – or perceived as being taken – that are not in the interests of the Youth Zone; or by creating an impression that the Youth Zone Board has acted improperly.

Whatever other responsibilities they may have, particularly the 'day job', whilst sitting on a Youth Zone Board it is the fiduciary duty of each trustee to act in the best interests of the Youth Zone. Trustees of organisations that are charitable companies are subject to the same statutory duties as directors of private sector companies. Under the Companies Act 2006, directors have a duty to:

- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare an interest in proposed transactions or arrangements with the organisation
- Act within powers
- Promote the success of the organisation to achieve its purposes
- Exercise independent judgment
- Exercise reasonable care, skill and diligence

The same experience that leads to the conflict may mean that the Board member is well qualified to comment on options facing the Board. Conflicted Board members can be invited to join the discussion but are not able to vote on the decisions for which they are conflicted and should absent themselves from this part of the meeting.

The process for declaring interests

Under charity law, trustees must not receive any benefit directly or indirectly in return for their services or otherwise unless explicitly authorised; any gifts or hospitality received in connection with their role must be declared.

A Declaration of Interest form (available on the ORC) is provided for trustees to declare any actual or potential conflicts of interest and includes all director and trustee roles which they hold. Examples of occasions when the form should be used are as follows:

- Pre-selection – any prospective trustees will be requested to complete a Declaration of Interests form prior to confirmation of appointment to allow relevant issues to be taken into account in confirming their appointment. This document will remain confidential and will not be retained if the individual does not become a trustee.
- Annually – after each AGM and prior to the first subsequent Board Meeting.
- When anything significantly changes – at the point a trustee takes up a new role (whether paid or unpaid), as soon as a potential conflict arises, or a trustee feels influenced by any interest, it should be declared immediately.
- Verbally – at any meeting where a trustee has a personal interest in an agenda item or specific conflicts may arise.

If a trustee is unsure if or when a particular issue should be declared, they can, in confidence, discuss with the Chair or the Governance portfolio holder and take advice on how best to proceed.

Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the charity's agreed policy on disclosure.



3.5 ETHICAL FUNDRAISING PRINCIPLES

The Youth Zone's fundraising principles are to be kept under review by the Board. The Fundraising Regulator has issued a 'Code of Fundraising Practice', the key principle being fundraising activity should be 'legal, open, honest and respectful'. OnSide has registered with the Fundraising Regulator; Youth Zones may wish to also register or review the guidance for compliance. Essentially organisations shall:

- Assess all fundraising opportunities to ensure that offers of funds, particularly if restricted, are viable propositions and do not conflict with the organisation's values
- Ensure all funds are used for the cause they were raised for
- Take all reasonable steps to treat donors fairly, make it easy for donors to give money, and easy for them to stop should they wish to do so
- Communicate clearly and honestly about what it does, its sources of funds and how it spends the money it receives
- Comply with data protection principles

The organisation shall not:

- Contact or even hold the contact details for donors who do not wish to be contacted (in line with GDPR requirements)
- Enter into any fundraising agreement that would exploit those it seeks to help
- Engage in fundraising that is unreasonably intrusive into a person's privacy, is unreasonably persistent or exploits a donor
- Sell its databases to third parties
- Accept money if doing so would:
 - Compromise its status as an independent charity
 - Create unacceptable conflicts of interest
 - Damage its reputation
 - In any other way conflict with its values and mission

DECISION MAKING, RISK AND CONTROL

The board is ultimately responsible for the decisions and actions of the charity but it cannot and should not do everything. The board may be required by statute or the charity's governing document to make certain decisions but, beyond this, it needs to decide which other matters it will make decisions about and which it can and will delegate.

Trustees delegate authority but not ultimate responsibility, so the board needs to implement suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters.

Trustees must also identify and assess risks and opportunities for the organisation and decide how best to deal with them, including assessing whether they are manageable or worth taking.



The Board will make decisions collectively ensuring that its decision making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.

4.1 DELEGATION AND CONTROL

Agreeing appropriate levels of delegation is imperative to ensure clarity, empower the Chief Executive and enable the efficient functioning of the organisation whilst ensuring the Board retain sufficient powers to manage risks, reputation, integrity and sustainability.

Within the OnSide Network it is recommended that certain decisions are retained by the Board, these are outlined in the 'Delegations Framework Template' (Appendix 6). This covers decision making boundaries around:

- Strategy, business plans and budgets
- Financial management
- Operational performance
- Risk management
- HR issues – including structure, appointments and dismissals, remuneration
- Delivery model – hours of opening, targets, programme focus and resource allocation
- Communications – particularly strategy and significant publications

The Board will regularly review which matters are reserved to the Board and which can be delegated. It collectively exercises the powers of delegation to senior managers, committees or individual trustees, staff or volunteers. The Board will agree a system to monitor and oversee how delegations are exercised including appropriate reporting back to the Board.

The Board will decide what committees it needs at any given time to support their decision making; most will choose to have Appointments and Remuneration, Development, and Finance Committees. The Board makes sure that its committees have suitable terms of reference (Appendix 5) and membership (refreshed regularly and not overly reliant on specific individuals).



4.2 REVIEWING POLICIES AND PROCEDURES

The Board will periodically review policies and procedures to ensure they appropriately facilitate the delivery of the organisation's goals and provide a robust framework of internal controls. The Chief Executive and senior staff will lead on the development of operational policies and procedures with support from relevant trustees; reviewing the policies is then usually delegated to two trustees, one being the appropriate portfolio holder. Key policies will be approved by the full Board including any revisions. These will include all HR, financial and fundraising, procurement, young people (including safeguarding), health and safety, volunteer (including the Board), and data protection policies and procedures.

Based on recommendations of the Appointments and Remuneration Committee the Board determine and keep under review the remuneration policy, including pay, pensions and benefits schemes and approve the annual pay award. It also keeps under review contractual terms on termination and sign-off in respect of termination or redundancy payments, ensuring that any payments made are fair to the individual and the organisation.

4.3 ACCOUNTABILITY FOR GOOD FINANCIAL MANAGEMENT

The Board's role in sound financial management includes ensuring:

- Development and implementation of adequate Financial Regulations and internal controls;
- Funds are used efficiently and effectively for the purpose of the charity
- The funds donated to the charity are used for the purpose intended by those funders including ensuring clarity of reporting on restricted and unrestricted funds
- Solid financial forecasting – in the short term to understand the level of security of the income projection, the cash forecast and the risks attached and over the longer term to understand the sustainability of income sources and the impact on achieving the charitable purpose



- The building and maintenance of unrestricted reserves – trustees should understand and support the steps being taken to achieve the reserves policy (usually set at 3 to 6 months of operating costs - see the Charity Commission's Charity Reserves: building resilience (CC19) guidance)
- Critical review of major expenditure streams to obtain value for money
- Appropriate accounting and compliance with statutory and regulatory requirements including the financial and other reporting arrangements of the Charity Commission and Companies House;

A direct relationship between the Treasurer and finance manager will allow the former to fully understand the Youth Zone's financial position and ensure adherence to financial procedures.

A diversity of funding streams balancing public, private and trading is vital to the success of the Youth Zone; all trustees can support the financial position of the Youth Zone by identifying potential future patrons and other potential funders and supporters, not just those with the specific portfolio.

Annual Accounts and Audits

The Board approve the Annual Report and Accounts on the recommendation of the Finance Committee. The Finance Committee, led by a Chair with recent and relevant financial experience, also recommends an effective process for appointing and reviewing auditors. The Board, or Finance committee, should have the opportunity to meet the auditors without paid staff present at least once a year.

4.4 MANAGING AND MONITORING PERFORMANCE

Running a Youth Zone requires a huge range of skills and ability. Balancing the competing demands and ensuring the delivery of high quality services for young people can be very challenging. This needs to be done within an inspiring environment for the staff and volunteers with a drive for excellence fuelling the ambition.

It is the Board who in law, in their capacity as directors and trustees, are responsible for the performance of the Youth Zone. Julia Unwin identified that the Board operate in 5 different modes in managing performance:

Strategy – setting the strategy based on consulting their stakeholders

Support – ensuring the Chief Executive and executive team are encouraged and enabled to do their work

Stretch – providing challenge to increase or improve performance or to approach things differently

Scrutiny – scrutinising propositions or information, understanding at a high level what is being delivered, and measuring it against the Business Plan, OnSide Excellence Framework, DNA and good practice. Where delivery does not meet the aspirations, the Board will scrutinise why, assess and challenge any assumptions and guard against paradigms that have the charity operating sub optimally

Stewardship – guarding the assets of the organisation (e.g. money, reputation) to ensure success now and in the long term

Finding the right balance of the rigour of challenge is important for both the Board and the Chief Executive; this is part of a trustee's role, no matter how challenging for the Chief Executive and management team.

Performance against the Business Plan priorities and budgets will be monitored through the portfolio holders developing strong relationships with the lead member of staff for their portfolio and through the Board reports (see Figure 2). It is expected that trustees will provide support to their staff lead as required, retaining visibility of their activity against the Business Plan targets as well as sharing responsibility for reporting to the Board.

Being part of a network of Youth Zones provides a rich source of information as to what can be achieved; OnSide holds up to date knowledge of where there are

examples of great practice across the network to help Boards constructively challenge their Youth Zone as well as focussing on support when appropriate.

Provision of Information to Trustees

Trustees will be best enabled to fulfil their responsibilities with the correct information, presented in a clear, succinct format and timely manner (a week before the Board meeting). A template Board Report is available on the OnSide Resource Centre.

The fundamentals are that the information provided should:

- Directly report against the agreed objectives and key performance indicators in the Business Plan
- Be open, transparent and accurate in relation to monitoring and evaluation data reported;
- have clear financial forecasts, with secure and prospective income streams highlighted separately and with a clear cash position showing restricted funds for specific projects
- Respect that trustees are volunteers, generally with full time occupations therefore 'less is more', both in relation to the Board pack and email communications
- Clearly identify the pertinent information to aid decision making and make a distinction from the information provided as an update (one page reports are very helpful for more involved decisions)
- Make clear recommendations where a decision is required.

In addition to reading the Board pack and attending meetings, it is important trustees visit to observe sessions and walk the Youth Zone, to take their own soundings of the delivery performance and contextualise the information being provided.

The Charity Governance Code recommends that Boards regularly consider information from other similar organisations to benchmark performance. To aid this OnSide circulate a set of statistics on a monthly basis from across the Network to enable inclusion in the Board pack.

What are your Youth Zone's paradigms? Are they right and still relevant?

FIGURE 2: THE BOARD'S ROLE IN DRIVING EXCELLENCE

An 'excellent' Youth Zone will...	Tools to support success:	Monitoring and Reporting - the Board will...
Have a clear vision and goals and know how it will achieve them	Strategic Plan Big Vision 3-5 years Board Role: Agrees the charity's vision and values, ensures there are clear and relevant goals and an appropriate strategy for achieving them. Ensures it best meets the needs of all stakeholders.	At least annually review the Strategy to ensure it is still relevant and being progressed.
Take an informed view on its strengths and weaknesses and prioritise continual improvement	Excellence Framework Outlines standard of excellence all YZs are working towards Board Role: <ul style="list-style-type: none"> • Assess own performance against governance quality standards • Review the audit and Peer Review and approve the development plan. Ensure the development plan is reflected in the business plan 	<ul style="list-style-type: none"> • Review Board performance against governance standards and portfolio holders review sections with staff leads • Review the audit and Peer Review and approve the development plan and ensure the development plan is reflected in the business plan • Review implementation progress (either through the regular Board reports or a 6mth progress report)
Be working to an agreed plan with clear KPIs and a viable budget	Business Plan A one year plan outlining how YZ will deliver the Big Vision Board Role: <ul style="list-style-type: none"> • Ensure the values are reflected in the YZs work and decisions and that the ethos and culture underpin the delivery of all activities • Ensure plans and budgets are in line with the YZ's purposes, agreed strategic goals and available resources • Ensure the right team are in place to deliver the plan • Identify and assess risks and opportunities for the organisation, decide how best to deal with them and if they are worth taking 	<ul style="list-style-type: none"> • Agree with senior management what information is needed, e.g. in the Board reports, to assess delivery against agreed Business Plan • Regularly monitor performance against the strategic goals, Business Plan objectives and KPIs (including budgets and impact targets) • Have appropriate structures to hold staff to account and support them in meeting goals • Regularly consider information from other similar organisations to compare or benchmark performance • Actively manage risks regularly reviewing the charity's specific significant risks and the cumulative effect of these risks
Be led by a Board and a CEO who are clear on their respective responsibilities and have an agreed way of working together	Delegations Framework Outlines decisions for board and those delegated to CEO (Board is delegating authority not responsibility) Board Role: Agreeing the decisions that should be retained by the Board and those to be delegated to ensure suitable controls are in place (including financial controls)	At least annually review the Delegations Framework to ensure it is still appropriate for the organisation and Board's needs.
Have a motivated team who are clear on their role in delivering the plan and have the right skills, experience and support to do so	Delivery Plans Operational Plans – outlining the detailed team actions for delivering against the Business Plan. Individual Appraisals and Personal Development Plans – Reviewing performance in the last period of delivery, outlining individual objectives against the Business Plan (and by default Excellence Framework Action Plan) and personal development/training support. Board Role: Ensuring plans are in place and being delivered.	Trustees work with their staff lead ensuring operational plans are aligned with the Business Plan and sharing responsibility for reporting to the Board.
	Board Audits and Training Board Audits – A review of membership, performance and structure to ensure there are appropriate skills, expertise, diversity and rotation and trustees uphold the values. This includes an annual review and individual trustee self appraisals. Training – Regular training on areas of key importance including their legal obligations and safeguarding. Trustee Handbook – to support trustees to understand the Board's and their own individual role and responsibilities.	At least annually audit the Board and put in place an appropriate development plan to address any areas of need.

4.5 MANAGING RISK

The Board retains overall responsibility for risk management and will therefore:

- Review the Youth Zone's specific significant risks and the cumulative effect of these risks making plans to mitigate and manage these risks appropriately
- Review the processes and internal controls for identifying, assessing, managing, mitigating and escalating risks across the organisation
- Decide on the level of risk it is prepared to accept for specific and combined risks
- Review the effectiveness of the charity's approach to risk at least every year and describe the approach to risk in its annual report and in line with regulatory requirements

A standard Youth Zone risk register template is available on the OnSide Resource Centre.

Safeguarding and Health and Safety

The safety and well-being of young people attending the Youth Zone is of the utmost importance - there are specific legal and moral obligations to safeguard service users, both while at the Youth Zone and with regard to disclosures made relating to circumstances outside the Youth Zone.

Trustees need to understand the organisation's legal responsibilities to assess and mitigate risk and act appropriately to any incident, or indication of an incident, reported by a young person. The Board should however guard against becoming too risk-averse; a certain degree of risk is important in supporting young people's development and enabling the Youth Zone to deliver fun and creative activities – it is more a matter of appropriately assessing and managing risk.

It should be expected therefore that slips and trips will happen during the normal course of activity but if they are concentrated around specific activities or more severe in nature greater analysis would be needed. Led by the Safeguarding Trustee and Health and Safety Trustee, the Board will: monitor incidents and review trends; ensure the team are appropriately trained and operating to agreed Safeguarding and H&S policies and procedures including safer recruitment; review the policies and procedures annually; undertake a bi-annual review of risk management of delivery, insurance claims & renewal; ensure procedures are in place to maintain and replace equipment as required.

4.6 MANAGING SERIOUS INCIDENTS

If there is a serious incident trustees have a responsibility to ensure prompt and appropriate action is taken to:

- Prevent or minimise any further loss or damage
- Liaise with the CEO to plan communications to staff, volunteers, young people, the public and the media – OnSide provides crisis comms support in such circumstances
- Take reasonable steps to stop it happening again including reviewing controls and procedures

Serious incidents, actual or alleged, must be reported to the Charity Commission including loss of money or assets, damage to the Youth Zone's property or harm to the Youth Zone's work, beneficiaries or reputation. It is the responsibility of the trustees to decide whether an incident is significant and should be reported. This responsibility may be delegated to the Executive Management Team but the trustees should still be informed of what is being reported and about any decisions not to report 'borderline' incidents.

4.7 WHISTLEBLOWING

The Board ensures there are arrangements in place to consider concerns raised in confidence about alleged improprieties, misconduct or wrongdoing. This includes concerns raised by 'whistle blowing'. Arrangements are also in place for appropriate and independent investigation and follow-up action.

An example of a Whistleblowing policy is available on the OnSide Resource Centre.



BOARD EFFECTIVENESS

The board has a key impact on whether a charity thrives. The tone the board sets through its leadership, behaviour, culture and overall performance is critical to the charity's success. It is important to have a rigorous approach to trustee recruitment, performance and development, and to the board's conduct. In an effective team, board members feel it is safe to suggest, question and challenge ideas and address, rather than avoid, difficult topics.



The Board is accountable for ensuring effective governance led by the Chair of the Board. An effective Board has trustees with a range of skills, experience, backgrounds and knowledge who are able to govern well and add value to the charity. They work in partnership with the Chief Executive, helping them to achieve the aims of the organisation and optimise the relationship between the Board and Youth Zone staff.

The Board will look to receive specialist governance advice and support, accessing independent professional advice, such as legal or financial advice, at the Youth Zone's expense if needed for the Board to discharge its duties.

5.1 BOARD COMPOSITION

The Board has sufficient trustees to effectively carry out the work of the Youth Zone and allow rotation without significant disruption (five to twelve trustees is typically considered good practice). They would ordinarily be led by a trustee from the local private sector and include one or two trustees with relevant experience of working with young people in the voluntary sector.

The Board will regularly review the mix of skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively in comparison to the existing composition and consider new trustee appointments accordingly, balancing the need for continuity with the need to refresh the Board.

Trustees are at their most effective when they feel involved and to achieve this each is given a specific role (summarised in section 2.2 and detailed in Appendix 3), increasing their understanding and involvement in the Youth Zone and giving them a clearer focus and purpose.

5.2 RECRUITING AND APPOINTING TRUSTEES

The whole Board has the responsibility to appoint new Board members and its committees, in accordance with its Governing documents. It will be supported by an Appointments and Remuneration Committee (see Appendix 5) who ensure adequate succession planning for the Board and Executive Management Team.

The Chair and trustees should decide on the need for new Board members with specific appointments informed by skills audits and self-appraisals. There should be a formal, rigorous and transparent procedure to appoint new trustees to the Board for example open recruitment, nominations or appointments made on merit against objective criteria, consideration made of the benefits of diversity on the board and how this can best be achieved (see section 6) and a thorough background check to ensure their values align with the charity's. A nominations committee may be formed to lead this process and to make recommendations to the Board.

Hearing from young people about how the Youth Zone is making a difference to their lives is a great way to keep trustees motivated

New trustees are nominated by the Board and the Governing document for the charity sets out the re-election process and the term of office of trustees and the Chair (generally three years). Finding senior volunteers with the appropriate experience to join the Board can be a challenge however a good flow of new Board members is essential to keep the charity fresh and to enable the leadership of the Board to be rotated. It is recommended that the Chair of the Youth Zone serve a maximum of two terms, of three years each (in addition to any term served as a trustee but not Chair). If a trustee has served for more than nine years, their reappointment should be subject to a particularly rigorous review and explained in the trustees' annual report.

Robust checks will be in place for all new trustees; these include taking up references, undertaking Enhanced Disclosure and Barring Service (DBS) checks, undertaking bank checks to ensure trustees are suitable to hold a position as account holder with the Youth Zone's bank (all Directors are by default account holders), asking trustees to sign the Charity Commission's trustee eligibility declaration and completing a Declaration of Interests form. For more information about the checks required see the Vetting Trustees Guidance on the ORC.

5.3 INDUCTION OF NEW BOARD MEMBERS

New Board members undergo a short induction process to ensure they become strong trustees, to familiarise them with their legal responsibilities, to gain a full understanding of how the Youth Zone operates and to provide an opportunity for the Chief Executive to get to know the new trustee. The Chief Executive plays a key role in helping individual Board members become good trustees and helping the Chair develop the Board as a whole to be efficient and effective.

The induction will cover:

- The organisation, it's purpose, values, goals and structure
- The role of the Board and their own individual role, including legal responsibilities
- The relationship with OnSide and the wider Network including OnSide's role, it's unique position to have an overview of the network and provide functional support



- Performance management; the Youth Zone's Key Performance Indicators and targets
- Safeguarding and child protection responsibilities
- Fundraising, private sector including the role of the Board, public sector, events, commissioning, and grants and trusts
- Day-to-day operations of the Youth Zone; getting to know the work and the people, the basics of youth work and dynamics of running sessions, including what makes a good session, plus an opportunity to meet with the young people to get direct feedback from service users
- A summary of the major partners and funders

They will be given access to copies of:

- Governing documents
- Annual Report and audited Accounts, together with auditor's report to management
- Strategic Plan, annual Business Plan and budget
- Most up-to-date management information
- This Handbook
- The OnSide Network Agreement with the DNA
- Copies of the two previous Board papers and management accounts
- Information and contact details of Board members and management team staff

5.4 REVIEW AND SELF-APPRAISAL

The Board regularly reviews its own performance and that of individual trustees including the Chair with individual Board members being asked to complete an annual review and self-appraisal. The review captures learning points and drives improvements to the decision making process, the format and content of papers and the conduct of Board meetings. Additionally individual self-appraisals will enable Board members to identify their own development needs and to explore new areas where they can offer their support. This evaluation will consider the Board's balance of skills, experience and knowledge, its diversity in the widest sense, its ability to work together as a team, and other factors relevant to its effectiveness including individuals' motivations and expectations about behaviours to build trust. As part of this process the Chair asks for feedback on how to create an environment where trustees can constructively challenge each other. The Charity Governance Code recommends this happens annually with an external evaluation every 3 years and that the review process is explained in the trustees' annual report: OnSide are able to recommend a suitable expert.

The Chief Executive is in a unique position to monitor the performance of the whole Board and the individuals on the board. The Chief Executive can therefore support the Chair and Governance Trustee

to develop training and development opportunities to address individual and collective needs, or in the worst case inform decisions about the suitability of individual trustees.

To help structure the inductions, reviews and appraisals, template forms have been drafted and are available on the OnSide Resource Centre.

5.5 BOARD MEETINGS

The Board meets typically every two months, it is expected that trustees should attend the meetings, either in person, or by audio or video conference if agreed by the directors; it is however good practice to meet in person at least once a year. The quorum of the Board is outlined in the Governing document (generally three members).

No one other than the Board members shall be entitled to vote at the meetings, but others may attend at the invitation of the Chair; the Chief Executive would normally receive a standing invitation and consideration should be given to the Youth Work Manager and Development Manager attending Board meetings or part of the meetings.

The Chair leads on planning the meetings ensuring they are well informed and productive with the necessary information, time and space to explore key issues and reach well-considered decisions, so that board time is well-used.





Tips for a successful Board Meeting:

- Board meetings should be held at the Youth Zone, ideally towards the end of the day to allow connectivity with the team and the evening sessions.
- The agenda is agreed by the Chair and Chief Executive prior to each meeting.
- Financial reports, in the OnSide format and presented by the treasurer, should be high on the agenda to ensure sufficient time is spent on this item (it is the backdrop to any discussions about expenditure and fundraising).
- At the meeting trustees should report on their portfolio.
- Allow enough time on the agenda for any topics requiring an in-depth discussion and, where appropriate, invite team members responsible for the areas being discussed to participate in the relevant part of the meeting; this can be motivating for the individual and informative for the Board.
- Where significant differences of opinion arise, take time to consider the range of perspectives and explore alternative outcomes, respecting alternative views and the value of compromise in board discussions. Once a decision has been made it will not normally be revisited even if some trustees do not agree with the outcome, unless new information emerges.
- Performance measurement should be reported through key performance indicators, income and delivery. The network membership statistics are available to support benchmarking.
- Board papers should be focused, in a standard format and circulated in advance so Board members receive the papers a week before the meeting. A template is available on the ORC.
- Agree with the CEO the most effective process for young people to inform the Board's decision making.

5.6 CHAIR / CHIEF EXECUTIVE RELATIONSHIP

The Chair/Chief Executive relationship is critical; meeting regularly and supporting each other will help deliver an effective and efficient Board. The Chair's role is to be supportive, motivating and challenging; a critical friend to the Chief Executive. It is a relationship built on mutual trust that encourages the Chief Executive to disclose bad news as well as good. The Chair will be both a sounding board and a source of wise counsel, willing to give practical help and yet able to hold the Chief Executive to account.

A critical part of making this relationship work is for the Chair to have knowledge and understanding of the Youth Zone and to know key members of staff. To achieve this, after opening (or on appointment, for a new Chair of an existing Youth Zone), a series of induction meetings should be put in place which include:

- One to one meetings with the Youth Work Manager, Development Manager and other key members of staff to understand their work and the Youth Zone business model
- Time spent in the Youth Zone during sessions, with pre- and post- briefings from a key youth worker to develop a sense of good (and poor) practice

Going forwards the Chair should regularly take information from wider members of the team, usually via the trustee leads, to enable them to be a critical friend to the Chief Executive and understand delivery against the agreed plans.

An effective Chair / Chief Executive relationship will be assisted by:

- Regular meetings between the Chair and Chief Executive between Board meetings
- Discussions on key performance measures and financial projections
- Participation by the Chair in senior staff appointments
- Chair supporting key partnerships such as the local authority, by meeting with them annually and being the Youth Zone's ambassador when needed
- Chair attending Youth Zone sessions and events from time to time

EQUALITY DIVERSITY AND INCLUSION

Addressing equality, diversity and inclusion helps a board to make better decisions. This requires commitment, but it means that a charity is more likely to stay relevant to those it serves and to deliver its public benefit. Recognising and countering any imbalances in power, perspectives and opportunities in the charity, and in the attitudes and behaviour of trustees, staff and volunteers, helps to make sure that a charity achieves its aims.

All trustees have the same responsibility for the charity, so they must have equal opportunity to contribute to decision making. Board diversity, in the widest sense, is important because it creates more balanced decision making. Where appropriate, this includes and centres the communities and people the charity serves. This increases the charity's legitimacy and impact. Equality and diversity are only effective and sustainable if the board works to be inclusive, ensuring that all trustees are welcomed, valued and able to contribute.

Boards that commit to equality, diversity and inclusion are more likely to set a positive example and tone for the charity by following an appropriate strategy for delivering its purpose and setting inclusive values and culture.



The OnSide Youth Zone Network is committed to promoting equal opportunities, challenging discrimination, promoting inclusion and valuing and reflecting diversity in the way we operate and through the services we deliver. We seek to reflect our local community in our governance, our workforce and our stakeholders and work to ensure the communities and young people the Youth Zone serves are centred in decision making.

It is important that the Board has a clear, agreed and effective approach to embedding equality, diversity and inclusion. The four stages of recommended practice around EDI are:

1. Define how equality, diversity and inclusion are important for the charity and assess the current level of understanding, the approach and practice.
2. Set a clear organisational approach to equality, diversity and inclusion in line with the Youth Zone's strategy, culture and values with supporting plans and measurable targets.
3. Provide leadership and support to ensure the delivery of these plans, monitor progress and measure how well the Youth Zone is doing.
4. Be transparent and publish the charity's approach and progress in achieving its plans.



6.1 SUPPORTING BOARD DIVERSITY

Having trustees with varied experiences and perspectives is highly valuable to ensure we are connected to, and reflect, the communities we serve and to generate robust debate and challenge in leading the charity and decision making.

This is best achieved by:

- A strong recruitment process (see below)
- Ensuring the Board understands its responsibilities around diversity, recognises the value of a diverse board and periodically takes part in equality, diversity & inclusion training and development to address any gaps in understanding
- Working to ensure young people's voices are effectively represented in Board decision making
- The board regularly carrying out an audit of skills, experience, diversity of background and power dynamics of its members to find imbalances and gaps to inform trustee recruitment and training
- Making a positive effort to remove, reduce or prevent obstacles to people being trustees. This could include reviewing timings and locations of meetings, the presentation of papers or information (e.g. digital, offering Braille etc.), paying reasonable expenses
- Creating an inclusive Board culture, practices and behaviours; demonstrating and promoting inclusive behaviours to the wider organisation

- Providing first time trustees with mentoring support to promote confident effective engagement
- The Chair inviting feedback on how meetings can be made more accessible and how to create an environment where trustees can constructively challenge each other and all voices are equally heard and valued.

The Board should consider publishing an annual description of what it has done to address the diversity of the board and the charity's leadership and its performance against its diversity objectives, with an explanation where they have not been met.



6.2 PROMOTING DIVERSITY THROUGH RECRUITMENT

It is important to guard against diversity becoming a 'tick box exercise, people should be recruited and appointed based on their skills, however diversity can be encouraged by:

- Utilising a job description (see Appendix 3) outlining the duties, expected time commitments, location of meetings etc
- Auditing the competencies needed and defining the selection criteria in terms of measurable skills, experience, knowledge and qualities
- Being open minded and recognising that although a person may lack experience they can contribute valuable skills and perspectives
- Thinking about why someone would be interested in volunteering as a trustee in the Youth Zone, particularly those you are trying to attract, and tailoring the promotion accordingly
- Removing, reducing and preventing obstacles to people being trustees
- Preparing a pack of useful information for candidates to help them understand the organisation
- Using a range of recruitment methods including openly advertising any trustee posts in places where your prospective targets are and on social media
- Applying the same equal opportunity practices when recruiting trustees as staff e.g. removing personal information from the application form when shortlisting to limit unconscious bias
- Considering whether the appointment panel reflects the diversity you looking to achieve.



OPENNESS AND ACCOUNTABILITY

The public's trust that a charity is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.



7.1 DEMONSTRATING ACCOUNTABILITY

A fundamental responsibility of running a charity is the need to be accountable and transparent to the stakeholders. The Board have responsibility for ensuring that there is a strategy for regular and effective communication with the Youth Zone's key stakeholders about its purposes, values, funding, work and achievements in line with that purpose (the outcomes and impact - see section 3.2). This can include how it is governed, who the trustees are and how any 'interests' of trustees and senior staff are communicated publicly.

The Youth Zone's stakeholders includes young people, staff, volunteers, donors, partners and local communities,

7.2 HOLDING THE EXECUTIVE TO ACCOUNT

The Board are responsible for holding the CEO, and through them the Executive Management team, to account; ensuring the efficient use of resources in service delivery and the effective achievement of outcomes and impact. This is described in more detail in section 4. Essentially the Board will be acting as a partner or critical friend providing high support and high challenge.

7.3 OPENNESS AND TRANSPARENCY IN DECISION MAKING

The stakeholders, should have the opportunity to be involved in decision making, be consulted about significant changes to services or policies and have an opportunity to hold the Board to account through agreed processes e.g. question and answer sessions.

The Board, working with the Executive team have a responsibility to ensure there is a clear process for involving young people in developing and evaluating activities and services to ensure the Youth Zone is responding to their changing needs and interests. This should be supported by established feedback mechanisms to communicate how their views have translated into action.

Local partners, particularly those delivering or driving children's and young people's services, will also have a valuable role to play in informing priorities due to their insights into the target membership and the issues they face, there will therefore need to be consideration as to how they too can inform decision making.

7.4 HANDLING COMPLAINTS

The Board have a responsibility to ensure there is a transparent, well-publicised, effective and timely process for making and handling internal or external complaints and that they are handled constructively and impartially. To facilitate this the Board should be getting regular reports on the quantity of positive and negative feedback and complaints about the Youth Zone and details of any significant complaints, with a clear demonstration the organisation is learning from mistakes and improving performance.



THE ONSIDE DNA

'Giving young people somewhere safe
and inspiring to go in their leisure time'



The Network of Youth Zones share an ambition that reaches across the quality of delivery, the opportunities created for young people and the supportive relationships nurtured. These are intrinsic to the 'DNA' of a Youth Zone, and evidenced in the inspirational buildings, the 'tonight better than last night' ethos and our growth plans for the Network.

1. VISION AND VALUES

Through opportunities and challenges, OnSide's vision is to inspire young people to lead healthier, more positive lives, raising their aspirations to become happy, caring and responsible citizens with more to offer themselves, their families, the community and employers.

Our Values

Young People First: young people are at the heart of everything we do, inspiring and challenging us to deliver services that exceed their needs and challenge them to be the best they can be.

Excellence: we encourage ourselves and each other to be best we can be through continuous learning and improvement, and a focus on finding solutions.

Respect: we act with honesty and integrity, celebrating diversity across the whole organisation and caring about each other, our young people and the Youth Zone environment.

Collaborative: we will create and nurture strong, creative partnerships, working together to achieve better results and outcomes for young people.

Ambitious: we are passionate and driven in taking on new challenges, embracing new ideas, and exceeding our ambitions for young people, the Youth Zones and our local communities.

2. STATUS

Each Youth Zone is a separate Registered Charity and a Company Limited by Guarantee, part of the federated OnSide Youth Zone Network. Youth Zones receive valuable support and encouragement from OnSide, and in turn are expected to embody the ethos, the DNA, of an OnSide Youth Zone and contribute to the success of the Network whilst remaining independent and self-sufficient.

The Board of Trustees ensures that each Youth Zone complies with all charitable and statutory legislation and fulfills its purposes effectively. This requires the right balance of skills and experience to drive the 'business' forward to be sustainable, professional, efficient and act in the best interests of the Youth Zone and its members. Each trustee has a specific role to perform and is expected to actively contribute their time, skills and energy.



3. OPEN & ACCESSIBLE

Subject to funding, each Youth Zone offers a core, universal service whenever schools are closed, 7 days a week, 52 weeks a year. This includes open access sessions for Juniors (8-12yrs) Seniors (13-19yrs) and potentially a weekend family session (for members and their families), an Inclusion session and, where culturally appropriate, single gender sessions to increase accessibility.

Youth Zones are open and accessible for young people outside of school hours for at least 40 hours a week including Friday and Saturday evening. Evening sessions will generally run from 4pm until 9/10pm for Seniors and 8/9pm for Juniors with additional daytime sessions at weekends. The sessions are designed to be long so young people can access the Youth Zone as they choose; however the exact opening times are locally determined.

During school holidays affordable holiday provision will be run between 8am and 6pm with meals provided.

Additional services are often delivered during the day before 4.00pm, to target the specific needs of young people and local partners.

4. AFFORDABLE

All open access sessions are affordable to all, typically with a nominal annual membership and session fee (£5 and 50p respectively), with no additional charges for core activities.

Access to an affordable, nutritious hot meal is also offered, typically for £1.00. However, café charges and fees for holiday clubs, residentials and trips are decided at a local level, ensuring affordability is always maintained.

5. MEMBERSHIP AND ATTENDANCE

As a membership organisation, we want young people to become long-term members and feel a strong sense of belonging to gain maximum advantage from the support and opportunities available. Youth Zones are open to all young people, especially those most in need; everyone must feel welcome, safe and included, and they come because they want to. Membership includes young people aged 8-19 years and up to 25 for those with additional needs, and must reflect the community and all of its diversity. We actively encourage the full involvement of young people who are disabled or have additional needs. We monitor membership and attendance to ensure we are meeting



A Youth Zone belongs to young people. It is their space first and foremost.

6. HIGH QUALITY YOUTH WORK

We deliver quality activities and services that facilitate positive participation and development opportunities to support and inspire young people to lead more positive lives whilst having fun. The Youth Zone buildings are vibrant and spacious, working best when youth work is delivered alongside and through a varied and creative offering, defined by our 'Get' programme: Get Active, Get Creative, Get Outdoors, Get Ahead, Get Sorted and Get Connected. This includes a wide range of universal and targeted services responsive to local need.

Youth Zones involve young people in developing and evaluating activities and services, giving them a voice and influence, ensuring we are responding to their changing needs and interests, and providing opportunities to gain new skills and experiences.

7. IN PARTNERSHIP

The Youth Zone is a four-way partnership between the private sector, the local authority, the community and, of course, young people.

Young People: It is their Youth Zone and so a sense of ownership is fundamental. They are at the heart of it and should participate in every aspect.

Community: The whole community should see the Youth Zone as a valuable asset, actively taking pride in and ownership of its success and contributing as passionate supporters and volunteers. Positive and collaborative relationships with, for example, local youth organisations, healthcare providers and police are critical to delivering high quality, diverse and integrated services,

Private Sector: Youth Zone leadership is provided by local business leaders through the Chair and a number of trustees coming from the private sector. There is a high level of connectivity with the private sector to support programme delivery, patronage and governance.

Local Authority: The Council has a key strategic role to play, both at the development stage and after the Youth Zone opens, to ensure Youth Zone services are aligned to local priorities and add value to young people's services across the area.

8. A SAFE SPACE

Youth Zones are a space for young people to feel safe and supported. We operate to the highest standards of safeguarding in our policies, procedures and practice, including safe recruitment of our staff and volunteers and in our running of safe activities.

9. QUALITY ASSURANCE

By continually working on self-improvement in line with the Excellence Framework, Youth Zones quality assure their activities and operations. As part of the drive to continuously improve services for young people, they also participate in cross-Youth Zone peer assessments and benchmarking.

A key aspect of quality assurance is effective monitoring of participation data and evaluating outcomes. Youth Zones collect and analyse data on the impact and quality of the services in line with the OnSide Evaluation Framework, using OnSide's bespoke database system. Data is shared across the network for performance benchmarking, and aggregated to evaluate the network's combined impact. Alongside the Network wide indicators used, each Youth Zone may collect additional local data.

10. OUR PEOPLE

The Youth Zone staff and volunteers must be high calibre, dedicated, diverse, professional and well-trained, with a range of skills and specialisms supported by access to development opportunities. The involvement of volunteers is critical both to the connectivity with the community and the service provided to young people; the positive messages this gives cannot be overestimated. Operating to the highest standards, staff and volunteers are there to engage and build positive relationships with young people.

11. THE BUILDING

We build and maintain world class facilities, designed with a 'WOW' factor to demonstrate the respect and value we give to young people. Youth Zones are both state-of-the-art and functional, designed with clear insight into how young people engage, socialise and participate, whilst being flexible to respond to changing needs. They are in prominent, neutral locations (town centres wherever possible), chosen to maximise accessibility and give a clear sense of identity.

12. SUSTAINABILITY

We are committed to providing long-term and dependable services to support young people with life's challenges. To ensure the continued success and growth of the Youth Zone network, we need to ensure financial sustainability and robust governance. We achieve this through our diverse funding model which includes generous support from the private sector, local community and local authority, alongside trusts and grants, fundraising events, and contributions from young people.





APPENDIX 2: SCHEDULE OF ITEMS FOR THE BOARD TO REVIEW

	Key Decisions	Discussions	For information
MAY	Safeguarding Policy (HYW and Safeguarding Lead)	Young People and Partnerships review (YWM) Marketing & Communications review (CMM)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)
JULY	HR Policies (BAM and HR Lead, reviewed at least every 3rd year)	HR and Staffing review (BAM) Fundraising Strategy review (FDM)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)
SEPT	H&S Policy (CEO and H&S Lead)	Current Year Business Plan and Budget review (CEO) Board audit (HR Trustee, external every 3rd year) Risk Management review (CEO) Excellence Framework internal review (CEO)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)
NOV	AGM (Chair) Annual Report and Accounts (Chair and Treasurer) Declarations of Interest and Reappointments (Governance trustee) Current Year Financial Reforecast (CEO and Treasurer)	Young People and Partnerships review (YWM) Volunteering review (VTM)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)
JAN	Excellence Framework Audit Development Plan (CEO)	Fundraising Strategy review (FDM) Remuneration policy and annual pay review (CEO) Draft Next Year's Business Plan and Budget review (CEO)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)
MAR	Next Year's Business Plan Final Sign off (led by CEO) Next Year's Budget Final Sign off (CEO and Treasurer)	Risk Management review (CEO) Current Year Business Plan and Budget review (CEO)	Reportable Incidents (CEO) Business Plan Update (CEO) Risk Register Update (CEO) Revenue Campaign Update (FDM) Management Accounts (CEO)

APPENDIX 3: TRUSTEE AND PORTFOLIO HOLDER ROLE DESCRIPTIONS

To ensure an appropriate structure and that tasks in all key policy areas are completed to a satisfactory standard a number of Board member roles have been identified. One Board member can take the lead on more than one specialist area however to achieve segregation of duties the Chair and Treasurer roles should be taken by different Board members and also be separate from the Legal & Governance roles (which may be merged), although they can deputise for each other as required.

The Board roles reflect the subject specialism leads required at Board level to meet good practice.

All Trustees

Title: Youth Zone Board Member

Period of appointment: 3 Years

As a trustee you must:

- Always act in the best interests of the Youth Zone exercising the same duty of care that a prudent person of business would in looking after the affairs of someone for whom he/she had responsibility
- Act as a group and not as an individual

Duties of a Trustee Board Member:

- Ensure that the Youth Zone complies with charity law, company law and any other relevant legislation or regulations
- Ensure that the Youth Zone pursues its purpose as set out in its M&AA, its objectives as defined in the OnSide DNA and other provisions as outlined in the OnSide Network Agreement and in the overall Youth Zone Strategy and Business plans
- Ensure that the Youth Zone applies its resources wisely and applies 'best value' principles
- Contribute actively to the board of trustees' role in giving firm strategic direction to the Chief Executive in setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- Contribute actively to Board Meetings and other appropriate events and Youth Zone activities
- Safeguard the reputation and values of the Youth Zone
- Ensure the financial stability of the Youth Zone
- Ensure that there is a suitable framework of internal controls and risk management in place that are regularly reviewed and updated

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board of trustees reach sound decisions. This may involve leading discussions, focusing on key issues, scrutinising Board papers, providing advice and guidance on new initiatives, evaluation or other issues in which the trustee has special expertise.

Person Specification.

Each trustee must:

- Have commitment to the mission, values and DNA of the Youth Zone
- Show willingness to devote the necessary time and effort
- Act with integrity and have a willingness to speak their mind
- Employ a strategic vision
- Have an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Have the ability to work effectively as a member of a team and to take decisions for the good of the Youth Zone.
- Be sufficiently experienced in the area of specialism for which the trustee is to take responsibility.

Minimum time commitment

- Trustees are expected to attend an induction meeting with the Chair of the Board and the Chief Executive prior to attendance at their first board meeting.
- Trustees are expected to undertake an induction process, as designed by the OnSide Youth Zones Network.
- Trustees are expected to attend all board meetings, which are held at the Youth Zone.
- Board meetings are held every [2months], normally during normal office hours [insert if different], lasting approximately 2 hours [change if different]
- In addition to Board meetings there will be a designated Annual General Meeting for Board Members to discuss items such as governance or finance
- Trustees may be asked to take part in governance training
- Papers are distributed one week in advance of meetings – trustees are expected to have read them in advance of the meeting
- It is also important trustees visit to observe sessions and walk the Youth Zone, to take their own soundings of the delivery performance and contextualise the information being provided.

EXTRA DUTIES FOR SPECIFIC ROLES/PORTFOLIOS ON THE BOARD

To ensure an appropriate structure and that tasks in all key policy areas are completed to a satisfactory standard a number of Board member roles and portfolios have been identified. To achieve segregation of duties the Chair, Treasurer and Legal & Governance roles should be taken by different Board members (although they can deputise for each other as required).

The other Board roles reflect the subject specialism leads required at Board level to meet good practice. A minimum requirement for the Board should be for all of the following roles to be the responsibility of a specific Trustee. Trustees will generally take more than one portfolio responsibility.

Chair

- To lead the Board of Trustees, ensuring that the Board fulfils all of its responsibilities for the proper governance of the organisation
- To chair meetings of the Board of Trustees
- To act as a figurehead of the organisation and represent it at functions, meetings, in the press and in broadcast media
- To lead on the development of a diverse Board and ensure that its decisions are implemented
- To work in partnership with the Chief Executive (CEO) of the Youth Zone, helping them to achieve the aims of the organisation; and to optimise the relationship between the Board of Trustees and Youth Zone staff
- To undertake the CEO Appraisal and objective setting on behalf of Board
- To work with the OnSide nominated Trustee and HR trustee on the appointment of any Youth Zone CEO
- To support HR processes as required including appeals, grievances and whistleblowing
- If agreed by the Board, to take urgent action (but not decision-making unless authorised) between Board meetings when it is not possible or practical to hold a meeting

Deputy Chair

To deputise for the Chair in their absence, or as requested by the Chair and to also provide a sounding board for the Chair and serve as an intermediary for the other trustees if needed.

Youth Zone Delivery Quality – this portfolio will usually be held by an OnSide-nominated trustee

- Share information about the Network and OnSide's work that will support good governance and effective operations
- Support the Chair in their line management and performance reviews of the CEO by providing advice on the delivery quality and broader Network context
- Champion delivery quality in line with the DNA and Excellence Framework providing support and challenge to the Executive team and facilitating support from OnSide or the wider Network in the formation of any development plans or action plans to improve performance
- Champion the engagement of young people and support their reporting back to the Board
- Actively work with the Chair and HR trustee on the appointment of any Youth Zone CEO
- Share good practice and practical experience from across the Network about Board composition in terms of roles and diversity
- Act as a conduit for enabling the YZ to access the full range of support available from OnSide

Network Champion – This will be assigned to someone other than the OnSide representative to ensure independence

- To monitor and ensure adherence to the OnSide model, the OnSide DNA and to ensure the use of all required OnSide systems and approaches
- To challenge any departure from the Network Agreement



Treasurer

- To ensure that the Youth Zone's finances are used appropriately, prudently, lawfully and in accordance with its objects and any funding agreements
- To be accountable for the charity's solvency, continuing effectiveness and the preservation of its endowments (if any)
- To exercise overall control over the Youth Zone's financial affairs
- To ensure accurate and up to date accounting records are maintained
- To ensure that restricted and unrestricted funds are appropriately identified in financial records and used in line with any restrictions
- To oversee the preparation of the charity accounts and Annual Reports and submit Annual Reports and Annual Returns to Companies House and the Charity Commission as appropriate
- To arrange external audit of accounts
- To ensure the accounts are made publicly available
- To chair the Finance Committee. This group will meet at least twice each year to review the financial position of the Youth Zone in more detail and agree annual budgets

Legal

- To ensure that the Youth Zone complies with charity law and company law, and with the requirements of the Charity Commission and Companies House as regulators; in particular ensuring that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law
- To ensure compliance with the requirements of other legislation and other regulators (if any) which govern the activities of the Youth Zone as a charity
- To ensure that systems are in place to identify and avoid any personal conflicts of interest or misuse of charity funds or assets
- To provide advice and support as appropriate on general legal matters and queries to the Board and Senior Youth Zone employees

Governance

- To ensure that the charity does not breach any of the requirements, or rules, set out in its governing document or bye-laws; and that it remains true to the charitable purpose and objects stated therein
- To comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity
- To work with the Chair to review the skills and diversity of the Board, implement an annual review process and individual trustee self appraisals, identify training needs and oversee the decision-making processes
- To manage the proper recruitment registration and induction of new trustees
- To oversee whistleblowing process to ensure appropriate reporting and handling of concerns

Private Sector Fundraising

- To support the CEO and Private Sector Development Manager to cultivate relationships with businesses and individuals with the capacity to support the Youth Zone
- To support a fundraising and stewardship events programme
- To ensure proper control of funds where people are raising money on the Youth Zone's behalf
- To ensure that funds are spent (or earmarked) for the purposes for which they were raised.
- To be aware of and promote good fundraising practices
- To ensure openness and honesty about the costs of all such fundraising, including events, and explain in the Annual Report the effectiveness of fundraising at the Youth Zone



Marketing and Communication

- To offer advice and support to the Marketing/Communications lead in the further development of the Youth Zone's profile
- To support the Youth Zone in the development of innovative and developmental concepts to raise awareness of and support the charity
- To assist the Marketing/Communications lead in networking within the profession
- To help shape the communication of the Youth Zone's planning, strategy and implementation
- To advise on PR, brand management and digital/social media

Local Engagement – this portfolio will usually be held by a Local Authority-nominated trustee and potentially also a community representative

- To strengthen and develop multiple local partnerships; helping to ensure that the private-public partnership is reflected at Board level; and make certain that there is someone to take responsibility for engaging more widely
- To champion engagement with all sections of the community and encourage active participation in the development of the Youth Zone
- To ensure there is a clear complaints policy publicly available and that the Board are fully briefed on the level of concerns and the nature and proposed action for any significant concerns

Safeguarding – this portfolio will usually be held by a representative from the Local Authority with suitable experience

- To take the lead on child protection and safeguarding
- To undertake 6-monthly reviews with the CEO to ensure appropriate systems are in place.
- To chair a small safeguarding group, to which the CEO will refer complex cases.
- To oversee the reporting of serious incidents to the Charity Commission

Facilities Management and Health and Safety

- To actively support the Youth Zone CEO and Building/Facilities Manager to protect and maintain the charity's property



- To know the condition of the Youth Zone's land and buildings; that they are being properly and safely used; and that adequate insurance and security is in place
- To assist the Youth Zone CEO and Building/Facilities Manager to plan and implement a preventative maintenance programme
- To support the CEO and ensure that the Youth Zone complies with all Health and Safety legislation

Human Resources

- To actively support the Youth Zone's policy setting using the OnSide Resource Centre,
- To ensure that HR activities and interventions are linked to the Youth Zone's charitable objects and strategic objectives
- To champion diversity goals within HR processes
- To ensure the Board of Trustees monitors and reviews the performance of the Youth Zone Chief Executive, rewards performance accordingly and identifies appropriate development opportunities
- To provide advice and support to the Youth Zone's Chief Executive/Business Manager on areas such as performance management and general HR/employment law issues that can't be managed internally
- To sit on the Appointments and Remuneration Committee (with the Chair and CEO). This group will meet no less than once a year

APPENDIX 4: CODE OF CONDUCT

The Charity Trustee Networks outline a template code of conduct as follows:

It is the responsibility of trustees to:

- Act within the governing document and the law – being aware of the contents of the organisation's governing document and the law as it applies to that organisation.
- Act in the best interests of the organisation as a whole – considering what is best for the organisation and its beneficiaries and avoiding bringing it into disrepute.
- Manage conflicts of interest effectively – registering, declaring and resolving conflicts of interest. Not gaining materially or financially unless specifically authorised to do so.
- Respect confidentiality – understanding what confidentiality means in practice for an organisation, its board and the individuals involved.
- Have a sound and up-to-date knowledge of the organisation and its environment – understanding how the organisation works and the environment within which it operates.
- Attend meetings and other appointments or give apologies – engaging in discussions and decision-making processes.
- Prepare fully for meetings and all work for the organisation – reading papers, querying unclear or difficult things and thinking through issues in good time before meetings.
- Actively engage in respectful discussion, debate and voting in meetings – contributing positively, listening carefully, challenging sensitively and avoiding conflict.
- Act jointly and accept a majority decision – making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.
- Work considerately and respectfully with all – respecting diversity, different roles and boundaries, and avoiding giving offence.



APPENDIX 5: TERMS OF REFERENCE FOR BOARD AND SUB-COMMITTEES

THE YOUTH ZONE BOARD

Each Youth Zone in the OnSide network is an independent charity and a company limited by guarantee. The Youth Zone Board, comprising trustees who are also members, are responsible in law for the work of the Youth Zone.

The Board sets the strategy for the Youth Zone, agrees its annual Business Plan and budget and delegates the day-to-day running of the organisation to the Chief Executive.

New trustees are nominated by the Board and, subject to conditions in the governing documents, serve for three years, with reappointment at the discretion of the Youth Zone Chair. It is recommended that the Chair of the Youth Zone serve a maximum of two terms, of three years each. If a trustee has served for more than nine years, their reappointment is subject to a particularly rigorous review and explained in the trustees' annual report.

The Board is collectively ultimately responsible for managing the charity, although extra support is provided by two sub-committees for areas of specific risk:

- Finance committee: supports the in-depth focused review of the financial position of the charity, its internal controls, and performance to Business Plan and budget. To emphasise the communal responsibilities for finances the Board retains a regular oversight of management accounts.
- Appointments and Remuneration committee: supports the HR processes of the charity, including the recruitment and appointment of new trustees.

Terms of reference for the Board and the sub-committees are given below.

YOUTH ZONE BOARD: TERMS OF REFERENCE

The Youth Zone Board shall:

Strategy and oversight

- Be responsible for the overall leadership of the organisation.
- Agree the organisation's strategic aims, business plan and budget and any material changes to them.



- Agree proposals to cease to operate a material part, or to extend, the activities of the organisation.
- Oversee the organisation's activities, ensuring:
 - Competent and prudent management
 - Sound planning
 - An adequate system of internal controls
 - Adequate accounting and other records
 - Compliance with statutory and regulatory requirements
 - Health and Safety and Safeguarding all beneficiaries
- Regularly review management accounts and performance against Business Plan and budget and take corrective action where necessary.
- Support the adherence to the OnSide Network Agreement and any Grant Conditions, in particular the Youth Zone development planning process .
- Approve the Annual Report and Accounts on the recommendation of the Finance Committee.
- Approve the principles of the organisation's banking arrangements and receive regular reports from the Management Accountant on matters of financial and information security and control.
- Approve all contracts executed as deeds.

Appointments and remuneration

- Oversee via recommendation from the Appointments and Remuneration Committee an appropriate procedure for the appointment of new Board members, its committees and the Chief Executive.
- Ensure adequate succession planning for the Board and Executive Management Team.
- Approve the appointment and removal of trustees and the Company Secretary.
- Appoint or remove the Auditors.
- Via recommendation from the Appointments and Remuneration Committee determine and keep under review the remuneration policy for the organisation, including pay, pensions and benefits schemes.
- Approve the annual pay award.
- Keep under review contractual terms on termination and sign-off in respect of termination or redundancy payments in excess of £[complete as per Youth Zone policy], ensuring that any payments made are fair to the individual and the organisation.

General

- Receive regular reports from the Chief Executive.
- Receive regular reports on the organisation's risk and control processes.
- Keep delegated authority and the overall management framework under review, and recommend material amendments to the governance framework.
- Ensure compliance with the financial and other reporting arrangements of the Charity Commission and Companies House.
- Work with fundraisers to help develop new donor prospects.

Meetings

- The Board meets a minimum of every two months, or otherwise as required, it is expected that trustees should attend the meetings, either in person or by audio or video conference if agreed by the directors.



- No one other than the Board members shall be entitled to vote at the meetings, but others may attend at the invitation of the Chair.
- The quorum of the Board is outlined in the Memorandum and Articles but is generally three members/directors.
- Trustees are required to declare any potential conflict of interest and must withdraw from any discussion or vote on any matter where they have a personal interest.
- There will be an Annual General Meeting, usually before or after a Board meeting, which will include the discussion and signing of the Annual Report and Accounts and the re-election of Trustees.
- Out of cycle or Extraordinary General Meetings may be called by the Chair on 21 days' notice (in line with the M&AA) or by shorter notice if it is so agreed by a majority in number of members having a right to attend and vote at the meeting.
- Minutes of Board meetings are kept by the [Company Secretary], such Minutes, unless confidential to the Board, will be shared with the Chief Executive and others as deemed appropriate.

THE FINANCE COMMITTEE: TERMS OF REFERENCE

The Finance Audit Committee comprises the Treasurer, Chair, Chief Executive and Management Accountant for the Youth Zone and may invite others to become members. The committee meets at least twice per year.

Annual business plan and budget

- Support the Chief Executive in developing the annual Business plan and budget, including challenging underlying assumptions and agreeing targets for unrestricted reserves.
- Monitor progress in achieving Business Plan objectives and matching expenditure to budget.
- Report to the Youth Zone Board on the annual Business Plan and budget, noting any areas of specific concern.

Internal controls

- Review and recommend the policy on internal controls and risk management to the Youth Zone Board.
- Assist the Youth Zone Board to discharge its duties in relation to the maintenance of proper internal controls, financial reporting, risk assessment and compliance, and in particular:
 - Understanding, assessing and monitoring the overall control environment
 - Promoting sound financial reporting including the appropriate use and reporting of restricted funds
 - Upholding standards of conduct
- Agree the statements in the Annual Report for the Youth Zone covering the effectiveness of internal controls and management of risk.

Annual Report and Accounts

- Review and recommend the Annual Report and Accounts to the Youth Zone Board in advance of the Annual General Meeting.
- Review the accounting principles, policies and procedures adopted in the preparation of the financial statements of the Youth Zone, including areas of significant judgement, and be satisfied that where applicable the appropriate principle has been adopted from the alternatives available.
- Be satisfied that the financial statements meet all relevant regulatory and statutory requirements, financial reporting standards and accounting practices and that there are no unsettled issues between the management and the auditors which could affect the truth and fairness of the statements.

- Be satisfied that the report in the financial statements that the Youth Zone is a going concern and the relevant supporting assumptions, if any, are sound
- Report any concerns with any aspect of proposed financial reporting to the Youth Zone Board.

External auditors

- Recommend the appointment, re-appointment and removal of the external auditors to the Youth Zone Board
- Approve the annual Audit Plan for the Youth Zone and suggest any improvements to the annual Audit Plan
- Review the results of the audit with the external auditors, and in the course of this review
 - Discuss with the external auditor major issues that arose in the course of the audit and have subsequently been resolved and those issues that have been left unresolved
 - Review key accounting and audit judgements
 - Review levels of errors identified during the audit, obtaining explanations from management, and where necessary the external auditors, why certain errors may remain unadjusted
- Obtain management's comments on working relationships with the external auditors and to consider with management and, where appropriate the external auditors, the principal points raised by the external auditors in the Management Letter and the management response thereto. (During the audit process, the external auditors may identify issues or items that require reporting to management or other parties charged with governance. This is done via a Management Letter.)
- Approve the Letter of Representation as appropriate within the Youth Zone, and to propose them for signature as required. This letter attests to the accuracy and completeness of the financial information that the company (Youth Zone) has submitted to the auditors to undertake their analysis.
- Meet with the external auditors as required, and at least once a year, without any employee member present.

Information security

- Review any significant breach of information security protocols, including any correspondence with the Office of the Information Commissioner and the implementation of any action plan proposed to address.

Whistle-blowing

- Review arrangements and outcomes by which employees may in confidence raise concerns that they feel are not being addressed through normal management channels.

Fraud

- Agree the Fraud and Anti-Bribery and Corruption policies and receive regular reports from the Chief Executive on the incidence of fraud, bribery and corruption within the Youth Zone.

General

- Keep under review the activities of any subsidiaries or trading arms to the Youth Zone.
- Receive reports on the following areas:
- Any potential legal liability exceeding £10,000, including costs.
- Any uninsured accidental loss exceeding £10,000.
- Any dishonesty by an employee or volunteer leading to a loss of more than £5,000.
- Any notifiable incident under Health and Safety legislation (RIDDOR).
- The dismissal of a senior manager for a specific cause.
- Any fine or penalty exceeding £5,000.
- Review annually its terms of reference and effectiveness and to recommend any necessary changes to the Youth Zone Board for approval.
- Provide an update to the Youth Zone Board after each meeting.

THE APPOINTMENTS AND REMUNERATION COMMITTEE

The Appointments and Remuneration Committee comprises the Chair, Chief Executive, Governance portfolio holder and the HR portfolio holder. The committee meets at least once per year.

Appointments

- Work with the Chair and Chief Executive to understand the particular skills, knowledge, experience, diversity and characteristics needed to complement the existing membership of the Youth Zone Board and sub-committees to ensure they achieve their responsibilities.
- Review and develop Board recruitment materials and the effectiveness of media and other channels used for attracting new candidates for Board roles.
- Meet and hold a structured discussion with prospective candidates for Board roles and scrutinise their suitability against the criteria for the skills, knowledge, experience, values, diversity and characteristics required.
- Make recommendations of new Board members to the Youth Zone Board for approval.
- Maintain a register of the Board members setting out their skill sets and such personal characteristics as required to monitor diversity in the Board.
- Ensure that newly appointed Board members complete a Declaration of Interests form and are supplied with appropriate materials to explain their role and responsibilities.

Remuneration

- Work with the Chief Executive and HR lead to propose a pay and grading policy and structure for all staff members employed in the Youth Zone to the Youth Zone Board.
- Annually review the staff organisation chart and provide support to the Chief Executive on significant changes to the staffing structure, including any restructure, as required.
- Work with the Chief Executive, HR and Finance leads to propose an annual pay settlement for recommendation to the Youth Zone Board.
- Annually review the benefits and reward package for the Chief Executive and staff team with reference to performance and local pay-scales.
- Annually review its terms of reference and effectiveness and to recommend any necessary changes to the Youth Zone Board for approval.
- Provide an update to the Youth Zone Board after each meeting.

THE CHIEF EXECUTIVE

The Chief Executive is appointed by the Board and has delegated responsibility from the Board for the day-to-day management and leadership of the Youth Zone.

The Board has resolved that the Chief Executive will:

- Ensure that resources are applied exclusively in the pursuance of the charitable objects set out in the governing documents.
- Develop and recommend the strategy, annual Business Plan and budget to the Board and be responsible for reporting and delivering results.
- Deliver against the OnSide Network Agreement, the DNA and The OnSide Foundation Grant Conditions (if applicable).
- Develop and maintain an effective management framework comprising an organisation structure and related delegated authorities.
- Be responsible for the strategy and management of volunteers.
- [Be responsible to the Board for the operation and impact of any subsidiary companies].
- Be authorised to commit the Youth Zone to restricted income and expenditure contracts and individual payments to a value as outlined in the Financial Regulations.
- Be authorised to accept income commitments, with no associated expenditure, without limit, following the Youth Zone's regulations for the assessment of donations.
- Delegate authority to designated employees for the raising and application of resources exclusively in pursuance of the Youth Zone's charitable purposes.
- Keep the following areas under review and take corrective action as required:
 - Monthly income and expenditure
 - Procurement of goods and services
 - Equality and diversity
 - Performance management
 - Key stakeholder relationships
 - Public affairs and youth policy
 - Brand and marketing
 - Corporate communications
 - Upkeep and maintenance
 - Health and Safety
 - Safeguarding



APPENDIX 6: DELEGATED AUTHORITY TEMPLATE

Area	Decisions reserved to the Board	Decision delegated to/ are the responsibility of the CEO
Strategy	Determining the overall strategic direction of the Youth Zone. Consideration and approval of the Strategic Plan	Consulting with the Board and preparing the Youth Zone's Strategic Plan for consideration and approval by the Board
	Consideration and approval of formal strategic partnerships with other organisations	Recommendations to the Board for formal strategic partnerships with other organisations
	Consideration and approval of the Business Plan. Ensuring the Business Plan is aligned with the strategic plan, has realistic measurable KPIs and is appropriately resourced	Developing a well-understood and researched Business Plan that will support the organisation to deliver against the Strategy with realistic targets and a full budget
	Consideration and approval of any variation to the annual budget where any variation would have a significant impact on delivery or year-end position	Variations to the approved budget where the variation would not have a significant impact on the overall approved levels of income and expenditure. [Locally define "significant impact"]
Governance	Structure of the Board including identification and appointment of trustees	
	Agreement of delegations framework	
	The cycle of Board meetings, the composition of Board agendas and approval of minutes of Board meetings.	Ensuring the Board have the appropriate information and administrative support to effectively carry out their duties
Financial Management (Including annual reports and accounts)	Approve the Financial Regulations including CEO authorisation level for payments	All transaction and financial management within the boundaries of the Financial Regulations
	Setting the reserves policy	
	Approve procurement policy and any use of funds for purposes other than delivery at or around the Youth Zone including payments made to another organisation, other than for the ongoing provision of sessional activity, the requirements for a fundraising activity or the provision of essential administrative services such as payroll	
	Approval of annual report and accounts	Drawing up the annual report and accounts for Board approval.
	Auditing of accounts: • appointing auditors and approval of the terms of appointment including fees • consideration of significant issues arising from the work of appointed auditors including reviewing the auditor's Management Letter	Responsibility for management of relationships with auditors. Determining and implementing any appropriate actions in response to the letter. Communicating to the Board actions taken in response to matters of significance arising from the work of auditors.
Communications	Approve the communications plan and significant communications and (potentially through the Chair or subcommittee) the content of key messages and the distribution plan for significant communications (e.g. annual review)	Identifying significant publications and proposing a full programme of reports and other publications. Publishing significant publications in accordance with the Board's approval.
	Approval of communication strategy and plans in relation to matters of major public, political or reputational significance	In consultation with the chair as appropriate, signing off all press releases and other statements where the statement is on a matter of major public, political or reputational significance

Area	Decisions reserved to the Board	Decision delegated to/ are the responsibility of the CEO
People	Appointment of the Chief Executive and annual approval of the staff structure	The organisational structure below CEO level, subject to board approval.
	Changes to the staff structure including recruitment of staff beyond the agreed business plan	
	Approval of significant changes to overall HR strategy and policy, including staff terms and conditions of employment.	All appointments and other HR issues.
	Remuneration of the CEO and any salary reviews, inflationary increases or performance related pay rewards (on the basis of the recommendations of the Appointments and Remuneration Committee)	
	Oversight of any dismissals via delegation to the HR Trustee/HR committee	
	The appointment of consultants beyond the level authorised in the Financial Regulations or approved in the Business plan	Appointment of freelance staff within the approved Business Plan budgets
Operations	Any changes to the delivery model in terms of hours of opening, changes to who sessions target (e.g. age/gender) or from open access to targeted provision, changes to the membership/entrance fees, ages of membership etc	Day to day operational decisions within the agreed delivery model. Ensuring the Board are appropriately briefed on any proposals that would impact on the delivery model
	Consider and approve any significant changes to programme focus and initiation or termination of core programmes including key targeted services (e.g. mentoring, employability)	Informing the board of any significant issues in the operation of the Youth Zone
	Determination and approval of arrangements for performance management and consideration of regular monitoring reports	Informing the Board of progress in achieving performance objectives and advising of any significant variance from the approved operating plans and budget
	Approval of contracts/grant agreements for any significant new targeted programmes	
Facilities	Review surveyor reports & investment plans for major works on the building	Operational maintenance of the building
Risk Management (Including Health and Safety and Safeguarding)	Approval of the Youth Zone's risk management strategy, annual review and approval of the risk framework and consideration of risk reports to the Board	Maintaining the system of internal control and assurance framework and providing the board with assurance on its ongoing effectiveness. Advising the board as to material changes around risk and the management thereof including regular review of the risk register and informing the Board of the most significant risks and their cumulative effect. Escalation of issues for consideration by the board in accordance with the risk management strategy and Network Incident Escalation Policy
	Approval of Safeguarding and H&S policies	
Quality Assurance	Approval of the audit process against the Excellence Framework and consideration and approval of any resulting Development Plan	Devising the audit process and the priority areas to focus on



APPENDIX 7: SAFEGUARDING HANDBOOK

One of the most crucial responsibilities of a Youth Zone trustee is for ensuring that those who come into contact with your Youth Zone are not harmed in anyway.

This includes your members, staff and volunteers, and also visitors. Guidance from the Charity Commission stresses the importance of protecting children and vulnerable adults from harm. This handbook is intended to provide guidance

to Youth Zone Trustees to support their responsibility to ensure appropriate safeguarding and child/adult protection measures are in place and promote a safe working culture that prioritises safeguarding.

What does a safe working culture look like in a Youth Zone?



DESIGNATED SAFEGUARDING LEAD

Everyone at the Youth Zone has a responsibility to keep children safe but the nominated Designated Safeguarding Lead (DSL) has additional responsibilities in ensuring the safety and wellbeing of children and young people at the Youth Zone.

The DSL will lead on:

- Conducting annual Excellence Framework audits and section 11 audits as required by the Local Authority.
- Updating and reviewing safeguarding policies and procedures.
- Being the point of contact at the Youth Zone and give support and guidance on safeguarding concerns and incidents.
- Receiving cause for concerns forms about children and vulnerable adults and following local Safeguarding Partnership and Adult Social Care reporting procedures.
- Reporting, storing and retaining child/vulnerable adult protection records following the Youth Zones policies and procedures.
- Ensuring all staff and volunteers are trained and updated on the policies and procedures.
- Managing and reporting allegations.
- Building positive relationships with other professional and external relationships with the local authority Safeguarding Partnership and Adult social care.

Policies and procedures

Should be followed and regularly updated. The DSL is accountable for their use. Policies include:

- Safeguarding policy.
- Code of conduct for staff and volunteers and Respect Agreement for young people which set acceptable standards of behaviours for all with clear behavioural expectations.
- Whistleblowing policy.
- Equality, diversity and inclusion.
- Safer recruitment policy.

Safer recruitment procedures

- Robust pre-employment checks, strong induction and the effective use of probationary periods. Having a consistent induction process will make sure everyone in your Youth Zone fully understands and knows how to follow your safeguarding policies and procedures.

Regular one to ones

- Reflective supervisions and performance reviews to take into account any concerns regarding professional behaviours and conduct.
- Enables staff and volunteers to speak out if they have such a concern about the behaviour of a member of staff or volunteer towards colleagues or young people.
- Identifies any training needs.
- Supports an open culture with no secrets.

Ongoing training

For all staff, volunteers and trustees that includes regular updates on policy and procedures.

A commitment from all

- Everyone connected to the Youth Zone is aware of their duty of care to safeguard and recognise that safeguarding is everyone's responsibility.
- A commitment from everyone at the Youth Zone to safeguard and protect children and to maintain an ongoing culture of vigilance.

Robust recording systems

Recording systems are timely and accurate.



An open culture with no secrets

- Open discussions to talk about safeguarding measures and establish if they are effective.
- Transparent, clear procedures that are actively encouraged by the senior leadership team for all staff/volunteers and young people to raise and escalate their concerns.
- Support for staff, volunteers and young people when they raise concerns.
- Safeguarding concerns are a standing item on the Senior Leadership Team meetings.
- Does not tolerate bullying and harassment, including sexual harassment.
- Encourages professional challenge.
- Detects - identifies inappropriate behaviour or abuse within the workplace at the earliest opportunity and responds appropriately.
- A belief that it could happen at the Youth Zone.
- Investigates weakness and poor practice.

As a trustee, you must ensure your Youth Zone has a culture that prioritises safeguarding

10 actions trustee boards need to take to ensure good safeguarding governance
Safeguarding should be a key governance priority for all charities

The Charity's Commission requirements are to determine which staff require DBS checks, however, safer recruitment procedures require Youth Zones to complete DBS checks on all staff and volunteers.

CHARITY COMMISSION FOR ENGLAND AND WALES

Reporting safeguarding incidents to the Charity Commission

The Youth Zones have responsibilities to:

- Report safeguarding concerns or allegations to statutory agencies.
- Alert funders and commissioners.
- Alert the criminal records agencies if a member of staff or volunteer has been released from their job or role because of their behaviour towards members.
- Report any serious incidents, which include safeguarding ones to the Charity Commission.

Summary of your duties as a trustee

As a trustee, you must ensure your Youth Zone has a culture that prioritises safeguarding, including:

Checking that your safeguarding policies and procedures are fit for purpose and up to date.



Making sure everyone at your Youth Zone is aware of their safeguarding responsibilities and knows how to report concerns.



Managing allegations of abuse by staff and volunteers effectively, including taking them seriously and being open and transparent.



Reporting serious incidents or allegations to the Charity Commission.



GUIDANCE FOR TRUSTEES WHEN ATTENDING ONSIDE EVENTS AND INTERACTING WITH YOUNG PEOPLE

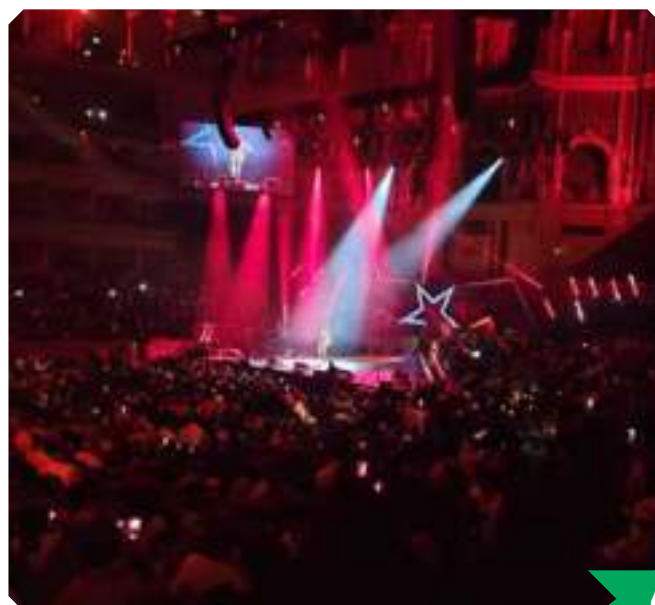
Bringing young people together with potential and existing supporters is a fantastic and effective way to demonstrate the impact of the charity on young people's lives.

It can bring to life an event making it memorable for the supporters. It is also a novel and hugely positive life experience for young people.

Trustees find it very rewarding to meet and hear from young people as part of events, or even simply when visiting their Youth Zone. One of the most crucial responsibilities of a Trustee is to protect children, young people, members of staff, volunteers, and yourself from harm. Here is a quick summary of the key do's and don'ts to allow you to maintain professional boundaries when interacting directly with young people.

- Do not give your personal contact details (Mobile number, personal email address, personal social media accounts, etc.) to young people. This may occur when they ask for help with job referrals, etc. in this case you can give your Company email address or if you prefer ask their youth workers to contact you.
- Be aware that even well-intentioned physical contact, such as putting an arm around or hugging a young person, may be misconstrued by the young person, an observer or by anyone to whom this action is described. Physical contact when captured on photographs and digital recordings can misconstrue an interaction. Sometimes this contact is initiated by a young person and without wanting to reject the young person it is important you move quickly and firmly away from the physical contact; the young person will likely then realise they have overstepped the mark and by continuing to engage positively verbally you can ensure they understand that it is not a rejection of them as a person.

- Photos and films are key to recording social events and providing a record that illustrates and supports important moments in the lives of people. However, for some young people using images that clearly shows their faces would put them at risk. To ensure young people are safeguarded please do not take photos/recordings. If you would like a record of the event, the comms team are aware of which young people have consent for images and would be more than happy to share with you.
- Never offer a young person an alcoholic drink, even if you know they are legally old enough to drink. If at an event you suspect a young person has had an alcoholic drink, please alert a youth worker of your concerns.
- Do not give gifts (money, pay for a meal) directly to a young person. If you want to help, speak to a member of the Youth Zone leadership team as they will be able to advise on how best to help.
- Do not smoke or vape with a young person.
- Enjoy the opportunity to learn about young people!





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