



Youth Work Ireland

Youth Work Ireland

Membership Charter (November 2016)

*Approved at Extraordinary General Meeting 13th April 2013
Updated AGM 8th November 2014 and 7th November 2015
Updated AGM 5th November 2016*

1. Preamble

This Charter sets out the context and standards to which Youth Work Ireland and its affiliated Member Youth Services subscribe and pledge to work together in a spirit of partnership, in order to achieve our common objective of supporting local communities to provide quality and integrated youth services and supports to young people.

2. Context

The National Youth Federation trading as Youth Work Ireland is a membership led organisation. Each year the National Board is elected from within the Member Youth Services and the Board has responsibility for the strategic governance of the Federation. From time to time the membership of Youth Work Ireland agrees policy positions, procedures and protocols which are binding on the membership. These can only be agreed at an Annual General Meeting or Extraordinary General Meeting of Youth Work Ireland. The Youth Work Ireland model of governance endeavours to:

- Ensure that Youth Work Ireland adheres to the highest standards of corporate governance.
- Develop and implement a model of governance which respects the autonomy of its membership and yet strengthens the ability of members to work effectively collectively.
- Ensure that all key players in the organisation have the opportunity to engage and participate in decision making appropriate to their respective roles and remits.
- Have clarity about areas of competency of the individual Member Youth Service and the collective.
- Provide a mechanism and governance structure which facilitates an exchange of learning among Member Youth Services.
- Ensure that there is a strong relationship between Member Youth Services and the National Office of Youth Work Ireland.

3. **Collective Decision Making with Youth Work Ireland**

Youth Work Ireland constantly strives to get the balance right between respecting and protecting the autonomy of Member Youth Services while at the same time working together *effectively*. This is a challenge in all federal structures and the inherent tensions are ever present. Notwithstanding these challenges it is necessary to reach agreement about which decisions (or areas of decision making) require the compliance of all members (hard law) and which decisions require to be governed by “soft” law (i.e., where it is desirable that all Member Youth Services adhere to, but it is not a condition of continued membership of Youth Work Ireland).

4. **Membership**

The Articles and Memorandum of Association provides that:

- “(i) The subscribers to the Memorandum of Association and any youth work organisation which meet the following conditions may be admitted to membership:
- (a) Accept the objects set out in the Memorandum and Articles of Association of the Company;
 - (b) Is based at local level and is not a national organisation or affiliate or constituent part of a national youth organisation;
 - (c) Exists to provide, manage and co-ordinate a local youth service incorporating youth clubs and other services;
 - (d) Has a geographical area that does not interfere with that of an existing member unless the agreement of that member has been obtained;
 - (e) Subscribes to the Membership Charter of the National Youth Federation, to pay an annual fee to be determined by the Board and to submit annually for approval a plan, audited accounts and reports of activities and such other information as may be determined by the Board from time to time shall be eligible for membership of the Company;
 - (f) Is committed to engaging with a quality standards process set out and overseen by the Board;
 - (g) Is registered as a charity with the Revenue Commissioners” (*Youth Work Ireland Constitution*)

There are a number of different forms of membership within Youth Work Ireland as follows:

4.1. **Full Membership**

Full membership is conditional on adherence to all of the agreed membership criteria of the organisation and where existing members approve the admittance of new members. Where existing members fail to meet criteria for membership, support will be provided to assist them in doing so. In accordance with the Youth Work Ireland Constitution, only full members who have paid their annual membership fee hold voting rights that year. If there is explicit resistance or demonstrable inability to achieve the criteria the Dispute Resolution Mechanism will be activated. (See below)

4.2. Associate Membership

This allows bodies to engage with the Federation allowing time to fully meet the membership criteria and to judge whether Youth Work Ireland is the appropriate organisation to join. Current members who have not attained all the required criteria for membership or who have lost one or more of the membership criterion shall have the status of associated membership. Associate membership is reviewed on an annual basis by the Board.

See appendix 3 for complete list for membership

5. Governance Structures within Youth Work Ireland

5.1. The Board

The Board of Directors is legally responsible for the prudent governance of the Federation. The Articles of Association clearly indicate how the Board is constituted. Its' functions primarily include:

1. Determination of the organisation's mission and purpose in consultation with Member Youth Services
2. Selection and performance management of the Chief Executive
3. Provision of financial oversight
4. Adequate resourcing
5. Oversight assessment and management of risk
6. Accountability to Member Youth Services and to funders
7. Effective planning
8. Promotion of reputation
9. Compliance with relevant legislation and with the requirements of funders.

The day-to-day running of the service is delegated to the CEO.

See Appendix 1 for Board procedures

5.2. Sub Groups of the Board

The Board of Youth Work Ireland from time to time establishes Board Sub Groups in accordance with the strategic objectives of the organisation. The Terms of Reference of these Sub Groups are established in accordance with provisions of the Youth Work Ireland Constitution. The Board of Youth Work Ireland co-ordinates and oversees the work of the Sub Groups of the Board. (See Appendix 2)

5.3. Regional Directors Network

5.3.1. Role of the Network

The Regional Directors Network is a coming together of the operational heads of all Member Youth Services and is essential to the smooth running of and effective communication within the federal organisation. The network is not a Board Sub Group, but the network is accountable to the federal membership and all members are accountable to their local Boards. The group is peer accountable and the network is owned by all its members. The group is supported by a Building the Federation Sub-Group of the Board. The network reports to the National Board on its work and concerns through the Regional Director's membership of the Board. Regional Directors (RDs) report to their own Boards. The network represents the management

of the organisation speaking from a perspective of knowledge of and within the organisation.

5.3.2. Purpose of the Network:

The primary purpose of the network is to shape, develop, reach and agree common shared positions and perspectives on key issues. The network is an organisational sounding board that develops key positions on behalf of the federal body. The network reaches agreed positions on practice, policy and other matters. All agreements need to be ratified internally within the governance structures of the individual members. The Regional Director's Network is a key conduit for dissemination of information, ideas and practice within the organisation. It is also a peer support network and has a developmental function through the sharing of ideas, experience, knowledge, contacts and through specific workshops and inputs.

6. Undertakings

Full Members of Youth Work Ireland can expect the following from their membership:

Youth Work Ireland undertakes:

- To respect the independence of *Member Youth Services* in the management of their own affairs, subject only to the provisions of the Membership Charter and the Youth Work Ireland / Member Youth Services Service Level Agreement;
- To respect the integrity of *Member Youth Services* by refusing to accord *associate* membership to any youth groups operating within their geographical boundaries without the prior agreement of the member organisation;
- To respect the integrity of *Member Youth Services* by not fundraising within their geographical boundaries without their prior agreement;
- To actively represent the interests of the membership and of young people at a national level;
- To consult as widely as possible with *Member Youth Services* on policy development and to adhere to policies defined by collective agreement;
- To provide agreed levels and types of support to each *Member Youth Service* in accordance with Appendix 4 attached.
- To provide financial support to each Member Youth Service where statutory and non-statutory income is sourced for the Federation.
- To formally consult *Member Youth Services* annually on the scope and quality of programmes and other services and to seek to agree revisions as appropriate.

The Member Youth Service Undertakes to:

Comply fully with the terms and conditions of the Youth Work Ireland Membership Charter and Services Level Agreement.

In Youth Work Ireland the following areas of competence are governed by hard governance, or soft governance respectively. From time to time this Membership Charter will be updated as decisions on other areas of competency are made.

NO	AREA OF COMPETENCE	HARD GOVERNANCE	SOFT GOVERNANCE
1	Membership Charter	Hard	
2	National Quality Standards Framework	Hard	
3	Insurance	Hard	
4	Collective Branding		Soft (AGM 2018)
5	YWI National Programmes		Soft
6	Youth Work Ireland Week		Soft
7	Active Participation in National Fundraising Programmes		Soft
8	Developing Collective Public Policy Positions ⁱ	Hard	
9	Safeguarding Policy and Training	Hard	
9 (a)	<i>“Youth Work Ireland’s Safeguarding Policy” and “Youth Work Ireland’s National Safeguarding Awareness Programme”</i>	Hard	
10	Garda Vetting	Hard	
11	Constitution of Youth Work Ireland	Hard	
12	Full compliance with the Youth Work Ireland / Member Youth Services Service Level Agreement and all the reporting requirements contained therein.	Hard	
13	Adherence to an agreed and binding Memorandum of Understanding between Youth Work Ireland National Office and each of the Member Youth Services.	Hard	
14	Participation in Youth Work Ireland Board Sub Groups		Soft
15	Regular participation in the Regional Directors Network - as defined by the Network’s Terms of Reference	Hard	
16	Compliance with the Charities Act 2009 and with ALL instructions from the Charities Regulatory Authority	Hard	
17	Voluntary Code of Governance for Charities		Soft until AGM 2017
18	“Youth Work Ireland’s Youth Participation Policy		Soft until 2017

7. Benefits of Membership

- Have a strong national voice that enables each Member Youth Service to contribute in a structured cost effective and significant way to the on-going and critical public policy debates which impact on the lives of young people and their families, services and supports to young people, and on the youth work sector.

- Be involved in a strategic and structured way in on-going conversations, negotiations and dialogue with appropriate and relevant government and non-government agencies which impact on young people's welfare services and supports.
- Have an input and an active voice into Youth Work Ireland's policy, position papers, strategic plans, operational plans and other key strategies.
- Be supported in the delivery of quality services and supports to young people locally through the technical assistance provided by the National Office of Youth Work Ireland.
- Nominate three representatives, propose resolutions, propose motions and vote at the Youth Work Ireland Annual General Meetings (AGM) or Extraordinary General Meetings (EGM)
- Nominate and vote in the election of the Board of Directors of Youth Work Ireland in accordance with the Constitution.
- Have the support of National Office and the membership in networking to build partnerships both across the network and with other organisation involved in the delivery of supports and services to young people nationally and internationally.
- Have access to resource advice, support, information and services, including external facilitation and mediation.
- Be part of and actively contribute to Youth Work Ireland's framework that assists Board members to address corporate accountability in a managed and coordinated manner, so that they are free to respond to the changing needs and profile of persons presenting to our youth supports and services.
- Be part of and actively contribute to Youth Work Ireland's framework that supports staff and volunteers in the delivery of a service that seeks to be flexible and consistent across regions, that promotes measurable evidence based outcomes and that is of the highest quality possible.

8. Role of Youth Work Ireland Nationally

Youth Work Ireland will work in consultation with, for and on behalf of, Member Youth Services in accordance with its Constitution, Membership Charter, policies and resolutions as articulated at the AGM or EGM and as set out in its Strategic and Operational plans and regulated by the Board of Directors on behalf of its membership as follows:

- Represent and promote the role and interests of Member Youth Services.
 - Provide a forum for the exchange of experience, expertise and insights in the provision of supports and services to young people.
 - Coordinate and offer support to Member Youth Services to plan, develop and provide quality supports and services to young people.
 - Promote the ethos of Youth Work Ireland.
 - Promote the standards of good practice in services and support delivery to young people.
 - Provide or arrange for the provision of training and development for Member Youth Services.
 - Provide support to voluntary youth services to organise, plan and respond in a professional manner to their role as employers, including support and development for the Regional Director, staff and volunteers.
- Act as advocates on behalf of Member Youth Services.

9. Procedures for dealing with issues of concern between Member Youth Services and the National Organisation

9.1. Member Youth Service Concerns about National Organisation

1. If a Member Youth Service is experiencing a problem with National Office policy or practice and has been unable to resolve this in discussion with the staff members directly involved the issue should be referred to the CEO of National Office. The CEO of National Office must respond to the Member Youth Service formally within 10 working days. If the response to this approach is not considered satisfactory by the Member Youth Service, the matter is formally referred to the President in writing.
2. If, following a dialogue with the President the matter still cannot be resolved it must be brought to the attention of the National Board at their next meeting. Once this happens the issue must be investigated in the first instance by a sub-committee of the National Board (not less than three persons and which may or may not include the President) meeting a sub-committee of the Regional Board. This meeting should take place within 30 days from the meeting of the National Board. Following this the National Board will take a binding decision on the matter under consideration.
3. If the region is unhappy with the outcome of the Board's decision it may lodge an appeal to a general meeting of the members of the organisation. The conduct of such an appeal may then be delegated to a sub-committee of the general meeting comprising a mixture of at least four Regional Directors and Chairpersons. The outcome of this appeal process shall be final.

9.2. National Concerns about a Member Youth Service

1. Where National Office has a serious concern about some aspect of a Member Youth Service this matter will be formally notified in writing by the CEO to the Regional Director and Chairperson of the Member Youth Service in the first instance. Such communication will also detail what measures National Office is willing to place at the disposal of the Member Youth Service to enable the problem to be addressed. Member Youth Service Boards should resolve the issues within 30 working days. If the response to this approach is not considered satisfactory by National Office or if following a support intervention by National Office, the matter has not been successfully resolved it must then be formally referred to the National Board.
2. Where a concern about a Member Youth Service is notified to the National Board it must be investigated in the first instance by an ad hoc sub-committee of the National Board (not less than three persons) meeting a sub-committee of the Member Youth Service Board. This investigation should take no longer than 30 working days. Following this the National Board will take a binding decision on the matter under consideration.
3. If the Member Youth Service is unhappy with the outcome of the Board's decision it may lodge an appeal to a general meeting of the members of the Federation. The conduct of such an appeal may then be delegated to a sub-committee of the general meeting comprising a mixture of at least four people none of whom may have a vested interest in the matter. The outcome of this appeal process shall be final.

9.3. Member Youth Service concerns about another Member Youth Service

1. Where a Member Youth Service has a serious concern about another Member Youth Service both parties are encouraged to arrange an informal meeting to resolve matters. It is encouraged that this meeting will adopt a theme of partnership and collaboration to ensure positive outcomes for young people as the primary concern.

2. Should this not resolve matters, formal notification will be made in writing to the Regional Director and Chairperson of each Member Youth Service involved as well as the CEO of Youth Work Ireland. A meeting of the relevant Regional Directors and CEO should be convened within 14 working days to attempt to resolve the issue(s).
3. If the response to this approach is not considered satisfactory and the matter has not been successfully resolved it must then be formally referred to the Board of each Member Youth Service. The Boards must consider the matters of concern within 30 working days of the meeting of Regional Directors and CEO. Each Board will nominate a Sub Group of not more than three people to meet and attempt to resolve the concerns. This meeting or series of meetings should take place within a period of not more than 30 working days.
4. If the response to this approach is not considered satisfactory and the matter has not been successfully resolved it must then be formally referred to the President of Youth Work Ireland. The Board of Youth Work Ireland will then appoint an *ad hoc* Independent Panel who will hold hearings on the areas of concern with both parties. The membership of this Independent Panel shall be volunteers with no other involvement with Youth Work Ireland or its Member Youth Services, shall have relevant professional experience in dispute resolution and shall be bound by a confidentiality agreement. After extensively investigating the matter the Independent Panel will produce a ruling on the matter which shall be binding on both parties. The ruling must be issued within a period of 60 working days from its initial referral to the President of Youth Work Ireland.

Appendix 1 Board Procedures

1. General

- These rules of procedure are made by the Board for the purpose of ordering its business and may only be amended by a two-thirds majority of those present and voting at a meeting of the Board.
- The President and the Company Secretary shall be responsible for ensuring that the Constitution of the company and these rules of procedure are complied with.

2. Function of the Board

- The function of the Board is to direct the Federation through the medium of rational and constructive discussion at properly constituted meetings which formulate strategy, allocate key resources, set policies, supervise management activities and demonstrate accountability.

3. Scheduling of Meetings

- The Chief Executive Officer, having consulted the President, shall arrange for the holding of the meetings of the Board during the year and the dates of these meetings shall be notified to the members of the Board at the beginning of each year.
- Seven days' notice of each meeting shall be forwarded to each member of the Board. The President and the Chief Executive Officer shall determine the agenda for each meeting and the Chief Executive Officer shall ensure that the agenda and relevant papers are forwarded to each member seven days prior to the holding of the meeting.
- A special meeting of the Board may be called by the President or following a request to the Company Secretary by one-third of the members of the Board, and seven days' notice will be given in respect of such a meeting together with a notification of the item to be discussed. In exceptional circumstances the President, after consulting all of the honorary officers, may waive the requirements for notice and call a meeting at shorter notice.

4. Quorum

- The quorum for a meeting of the Board shall be half the actual membership of the Board plus one, all of whom must be physically present. If a quorum is not present one hour after the official starting time of the meeting, the meeting shall be declared null and void.

5. Ordering of Business

- The President shall preside over all meetings of the Board. Where the President is absent the meeting will be chaired by the President Elect or Vice Chair. If the office of President Elect is vacant, or such person is not present, and the Vice Chair is also not present, the meeting shall elect a chairperson from amongst those present to chair the meeting.
- The Chief Executive shall be responsible for taking the minutes of the meeting and for ensuring that the minutes are recorded, filed and forwarded to Board members

prior to the next meeting. Where the CEO is not present the meeting shall appoint a member to take the minutes.

- The President shall have the right to determine the order of business and any ruling which the President may make in this regard may only be over-ruled by a majority vote of the meeting.

6. Board Decisions

- Board members have a right and duty to participate fully in Board discussions, to ask questions and seek clarifications as they feel necessary, and to ensure that decisions taken reflect their own perceptions of the issue.
- Where possible decisions of the Board shall be made by a consensus but the Board recognises that there will be circumstances in which it will not be possible or even desirable to achieve consensus. In the absence of a consensus, decisions may be made by a majority of the members present and voting. Where there is a tied vote the President shall have a second or casting vote. All votes shall be by a show of hands, unless a secret ballot is requested by one-third of the members present. The issue of whether or not the results of a vote are recorded in the minutes will be at the discretion of the President.
- Board members shall normally be expected to vote in accordance with Board policy where defined. If a Board member wishes to express a divergent opinion and to vote against Board policy or abstain (e.g. at a general meeting) he/she must seek the agreement of the Board for this action. The member must either accept the decision of the Board in this regard or resign from the Board.

7. Register of Interests

- Board members must formally declare any direct or indirect interest which they have in any contract or financial transaction being effected by the company to the Company Secretary in advance of participating in Board discussion about the matter. It shall be for the Board meeting to decide whether the interest is such as to require withdrawal from the meeting whilst the issue is under discussion. All such declarations of interest shall be recorded by the Company Secretary in an appropriate register.

8. Confidentiality

- Board members are expected to treat Board business in the strictest confidence. If a Board member chooses to communicate with any other party they have a legal responsibility to ensure that in doing so they do not damage the interests of the company.
- Board members have an additional responsibility to their colleagues on the Board in regard to confidentiality. An individual member of the Board may be required to resign from the Board by a motion to that effect passed by a two-thirds majority of those present and voting at a meeting of the Board for a breach of collective responsibility in regard to confidentiality.

9 Attendance at Board Meetings

- The attendance records of members of the Board shall be made available to the Annual General Meeting. For the purpose of these records, any member who is

absent on Federation business shall be regarded as having been present. The Company Secretary shall be responsible for maintenance of these records.

10. Co-options and Vacancies

- A person shall be co-opted by a majority of the members of the Board present and voting.
- Where any of the officers apart from the President resign during the course of their term the vacant position shall be filled by an election from the remaining members of the Board, provided that at least seven days’ notice shall have been given of such an election and the names of those proposed to fill the vacancy (together with their proposer and seconder) shall have been circulated by the Company Secretary to all the members.

11. Code of Conduct

- All Board Members without exception are required to comply fully with the *Board Members Code of Conduct* which is signed by all board members upon their appointment.

**Appendix 2
Board Sub Groups**

Youth Work Ireland Board Sub Groups

No	Name of Sub Group	Meetings	Venue	Teleconference
1	Finance and General Purposes	6	Dublin	3
2	Building the Federation Sub Group	3	Dublin	3
3	Integrated Youth Services Sub Group	3	Dublin	3
4	National Youth Action Group	6	Dublin	3 - 5
5	Safeguarding Sub Group	4	Dublin	3-5

Note: Meetings are arranged to minimise disruptions to Member Youth Services and keep costs to a minimum. There may be exceptions to the frequency of meetings from time to time when circumstances dictate that particular attention needs to be given to particular issues. The Board of Youth Work Ireland may from time to time establish *ad hoc* Sub Groups who work to a specific agenda and usually a short timeframe e.g. a Nominations Committee to prepare the AGM, and EGM and Sub Group membership.

1. Group Membership

The Chair of the Sub Group is appointed by the Board from among its members for one year. The Board member may be reappointed for a second term (one year) and a third term.

2. Group Size

It is desirable that each Sub Group of the Board have a minimum 5 members and a maximum of 8. The Board of Youth Work Ireland reserves the right to exceed the maximum desired number from time to time.

3. Staff Support for Sub Groups

The CEO of Youth Work Ireland assigns a member of the team at National Office to provide secretarial support to each Sub Group established by the Board.

4. Nominations to Groups

At the first meeting following the Annual General Meeting each year the Board of Youth Work Ireland will appoint a Chair of each Sub Group and review the nominations from Member Youth Services to sub-committees. The Board will also consider the number of Sub Groups and the themes which they follow.

5. Sub Groups

a) Finance and General Purposes Sub-Committee

The work of the Finance and General Purposes Sub-Committee (F&GP) is central to the key governance functions of the Board of Directors of the company whose members have the legal responsibility to ensure that it is governed responsibly. This core function should not be delegated to non-directors. Therefore, the Chair and all members are directly appointed by Board from among their number. The Chief Executive Officer should be in attendance at F&GP meetings. The Head of Finance and the Head of Development should where possible be available when meetings of the Sub-Group are taking place should an input from them be required at the meeting. The Treasurer of Youth Work Ireland is *ex-officio* a member of the Finance and General Purposes Sub-Committee. The President Elect and the Company Secretary are also *ex-officio* members of the Finance and General Purposes Sub-Committee.

b) Integrated Youth Services Board Sub Group

Constitution: The Integrated Youth Services Sub-Group of the Board of Youth Work Ireland is legally constituted under Article 49 of the Constitution of the Company. *Art. 49, The Directors may delegate any of their powers to committees consisting of such members or members of the Board as they think fit: Any committee so formed shall in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the Directors.*

At the meeting of the Board of Directors held on 28th March 2015 The Integrated Youth Services Board Sub-Group was formally constituted.

Purpose:

1. To oversee the implementation of Objective 1 and 2 of Youth Work Ireland's Strategic Plan
2. To develop and Implement a Work Plan to assist in reaching this objective
3. To report to the National Board on a regular basis to achieve these objectives.

Membership:

The sub group is made up of no more than 11 full members drawn from among the Regional Directors Network. The Sub-Group is chaired by one of the 'four Regional Directors currently serving on the Board and elected from the panel of "(4) people currently involved as senior Regional Managers with Member Youth Services"' (Art 32).

Membership of the Sub-Group shall be for a period of no more than three years. The term of the Chair of the group will terminate when their period of services on the Board ceases after 3 years. In that event a new chair will be appointed by the Board.

The Sub group may seek expert help from time to time (for example legal advice). Such experts may from time to time attend meetings of the Sub-group but

Quorum:

The quorum for meeting of the Sub-group shall be 5 members of the Sub-Group present at the meeting.

Meeting of the Group:

It is desirable that at least two face-to-face meetings of the groups occur annually. Other meetings may be by teleconference.

Decision Making:

It is desirable that the sub-group attempts to reach consensus on issues requiring decisions. If a vote is required a simple majority will be sufficient to pass any resolution. Only matters which have a direct impact on the yearly budget will require full YWI Board approval.

Support for the Sub-Group:

Members of staff from the National Office shall be appointed by the CEO to act as secretariat to the Sub-Group. In consultation with the Chair the Secretariat will convene meetings and ensure necessary paperwork, minutes and agenda are circulated to the Sub-Group.

Responsibility:

The Chair of the Sub-Group with the assistance of the secretariat, will report on the deliberations of the Sub-Group to the Board of Youth Work Ireland at each of the meeting of Directors. He or she will also update the Regional Directors Network on the deliberations of the Sub-Group at each of their meetings.

The Sub-Group shall ensure that there is regular consultation with all YWI Members.

In consultation with National Office the Sub Group will represent the membership in meetings and negotiations with relevant Statutory and Non Statutory Agencies as requested.

The sub group will negotiate with relevant Statutory and Non Statutory Agencies on behalf of the membership by nominating a negotiation team from the Sub-Group to attend formal meetings with National Office Staff.

c) Strengthening the Federation Sub Group Strengthening

The Federation Sub-Group of the Board of Youth Work Ireland is legally constituted under Article 49 of the Articles of Association of the Company.

Art. 49, The Directors may delegate any of their powers to committees consisting of such members or members of the Board as they think fit: Any committee so formed shall in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the Directors.

At the meeting of the Board of Directors held on 28th March 2015 Strengthening the Federation Board Sub-Group was formally constituted.

Purpose:

1. To oversee the implementation of Objective 5 and 6 of Youth Work Ireland's Strategic Plan
2. To develop and Implement a Work Plan to assist in reaching this objective
3. To report to the National Board on a regular basis to achieve these objectives.
4. To plan and organise the agenda for the Regional Director's Forum

Membership:

The sub group is made up of no more than 11 full members drawn from among the Regional Directors Network. The Sub-Group is chaired by one of the 'four Regional Directors currently serving on the Board and elected from the panel of "(4) people currently involved as senior Regional Managers with Member Youth Services'" (Art 32).

Membership of the Sub-Group shall be for a period of no more than three years. The term of the Chair of the group will terminate when their period of services on the Board ceases after 3 years. In that event a new chair will be appointed by the Board.

The Sub group may seek expert help from time to time (for example legal advice). Such experts may from time to time attend meetings of the Sub-group but

Quorum:

The quorum for meeting of the Sub-group shall be 4 members of the Sub-Group present at the meeting.

Meeting of the Group:

It is desirable that at least two face-to-face meetings of the groups occur annually. Other meeting may be by teleconference.

Decision Making:

It is desirable that the sub-group attempts to reach consensus on issues requiring decisions. If a vote is required a simple majority will be sufficient to pass any resolution. Only matters which have a direct impact on the yearly budget will require full YWI Board approval.

Support for the Sub-Group:

Members of staff from the National Office shall be appointed by the CEO to act as secretariat to the Sub-Group. In consultation with the Chair the Secretariat will convene meetings and ensure necessary paperwork, minutes and agenda are circulated to the Sub-Group.

Responsibility:

The Chair of the Sub-Group with the assistance of the secretariat, will report on the deliberations of the Sub-Group to the Board of Youth Work Ireland at each of the meeting of Directors. He or she will also update the Regional Directors Network on the deliberations of the Sub-Group at each of their meetings.

The Sub-Group shall ensure that there is regular consultation with all YWI Members.

In consultation with National Office the Sub Group will represent the membership in meetings and negotiations with relevant Statutory and Non Statutory Agencies as requested.

The sub group will negotiate with relevant Statutory and Non Statutory Agencies on behalf of the membership by nominating a negotiation team from the Sub-Group to attend formal meetings with National Office Staff.

d) Safeguarding of the Board of Youth Work Ireland Terms of Reference

Constitution: The Safeguarding Sub-Group of the Board of Youth Work Ireland is legally constituted under Article 49 of the Articles of Association of the Company.

Art. 49, The Directors may delegate any of their powers to committees consisting of such members or members of the Board as they think fit: Any committee so formed shall in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the Directors.

At the meeting of the Board of Directors held on 23rd March 2013 the Child Protection Sub-Group was formally constituted.

Purpose:

To ensure that Youth Work Ireland has the relevant policies, procedures, systems, documents, trainings and supports in place across all the organisations making up and being part of the Federation.

To ensure that work is carried out to put in place the appropriate policies, procedures, systems, documents, trainings and supports in place across all the organisations making up and being part of the Federation.

To review the annual audit of Child Protection Compliance, and make relevant additions to the work plan as needed.

The sub group will produce an annual plan that will be approved by the Board.

To report to the board on Child Protection issues impacting on the Federal Organisation at all Board Meetings

To manage the relationship between Health Service Executive (HSE), Department of Children and Youth Affairs (DCYA), the Children and Family Support Agency (CFSA), An Garda Síochána (AGS) and any other relevant national body having responsibility for Child Protection.

Membership:

The sub group is to be made up of no more than 8 full members drawn from among the federal organisation. Membership should be of people with understanding of child protection policy and practice and should be made up of workers, managers and volunteers. There should be at least one member of the group with substantial Board experience. The Sub-Group is chaired by a current member of the Board appointed by the Board at the Annual General Meeting.

It is essential that members of this group have a working understanding of Child protection policy and practice. Membership of the Sub-Group shall be for a period of no more than three years. This group is empowered to bring on temporary members on ad hoc basis to help carry out the actions of the work plan (such ad hoc members to be notified to the board).

The Sub group may seek expert help from time to time (for example legal advice). Such experts may from time to time attend meetings of the Sub-group but will not be part of the Sub Group.

Quorum:

The quorum for meeting of the Sub-group shall be fifty per cent plus one.

Meeting of the Group:

It is desirable that at least four face-to-face meetings of the groups occur annually. Other meetings may be by teleconference.

Decision Making:

It is desirable that the sub-group attempts to reach consensus on issues requiring decisions. If a vote is required a simple majority will be sufficient to pass any resolution. Policy changes and Policy documents and any decisions or issues that have a direct impact on the yearly budget will require full YWI Board approval.

Support for the Sub-Group:

A member of staff from the National Office shall be appointed by the CEO to act as secretariat to the Sub-Group. In consultation with the Chair the Secretariat will convene meetings and ensure necessary paperwork, minutes and agenda are circulated to the Sub-Group.

Responsibility:

The Chair of the Sub-Group with the assistance of the secretariat, will report on the deliberations of the Sub-Group to the Board of Youth Work Ireland at each of the meeting of directors. He or she will also update the Regional Directors Network on the deliberations of the Sub-Group at each of their meetings. In the event of the Chair of the Sub Group being absent the board secretariat will provide an update to the Board.

The Sub-Group shall ensure that there is regular consultation will all YWI Members concerning issues relating to child protection.

In consultation with National Office the sub group will represent the membership in meetings and negotiations with DCYA, HSE, AGS, CFSA on strategic and cross cutting issues affecting Child protection. The sub group will reach collective decisions and negotiating positions on behalf of the membership to be presented to DCYA, HSE, AGS, CFSA and the membership.

The sub group will negotiate with DCYA, HSE, AGS, CFSA and other relevant bodies on behalf of the membership by nominating a negotiation team from the Sub-Group and National Office Staff to attend DCYA, HSE, AGS, CFSA formal meetings.

**e) National Youth Action Sub-Group of the Board of Youth Work Ireland
Draft Terms of Reference**

Constitution

The National Youth Action Sub-Group of the Board of Youth Work Ireland is legally constituted under Article 49 of the Articles of Association of the Company.

Art. 49, The Directors may delegate any of their powers to committees consisting of such members or members of the Board as they think fit: Any committee so formed shall in the exercise of the powers so delegated, conform to any regulations

that may be imposed on it by the Directors.

Purpose

- To ensure a stronger youth voice in the governance of YWI

Membership

- Membership of the sub group is decided by the Board of Youth Work Ireland, having called for and received nominations from MYS.
- Local Boards may nominate a young person (18 - 25)
- Local Boards should ensure that their nominee is available to attend 3 - 4 face to face meetings in Dublin each year and that he or she is free to participate in 3 - 5 teleconference.
- Should a member of the Sub Group not be in attendance for 3 consecutive meetings or 3 meetings in a 12 month period the Sub Group will inform the Board to seek nominations for a replacement.
- The maximum number of members is 22 (one from each MYS). The group may however operate with less. The Board reserves the right to co-opt additional members on the recommendation of the Sub-Group.
- It is desirable that the members of this sub group have knowledge and experience of Youth Service provision and be aware of the issues affecting Young people at local and national levels.
- Membership of the Sub-Group shall be for a period of no more than three years.
- The Sub group may seek expert help from time to time (for example legal advice). Such experts may from time to time attend meetings of the Sub-group.

Quorum

- The quorum for meeting of the Sub-group shall be fifty percent plus one.

Meeting of the Group

- Four face-to-face meetings and 3 - 5 teleconferences per annum.

Decision Making

- It is desirable that the sub-group attempts to reach consensus on issues requiring decisions.
- If a vote is required a simple majority will be sufficient to pass any resolution.
- Only matters which have a direct impact on the yearly budget will require full YWI Board approval.

Support for the Sub-Group

- A member of staff from the National Office shall be appointed by the CEO to act as secretariat to the Sub-Group.
- The Sub Group will have no line management role in relation to the Secretariat.
- In consultation with the Chair the Secretariat will convene meetings and ensure necessary paperwork, minutes and agenda are circulated to the Sub-Group.

Responsibility

- The Chair of the Sub-Group with the assistance of the secretariat, will report on the deliberations of the Sub-Group to the Board of Youth Work Ireland at each meeting of the directors.
- He or she will also update the Regional Directors Network on the deliberations of the Sub-Group at each of their meetings.
- The Chair will maintain regular contact with the Youth Work Ireland CEO.
- The Sub-Group shall ensure that there is regular consultation with all Youth Work

Ireland Members.

- 13. Chairs are appointed to the Sub Groups by the Board of Youth Work Ireland**
In order to ensure excellent communication and governance between the Board and the Board Sub Groups, the Chair of each Sub Group is a member of the Board of Directors of Youth Work Ireland in accordance with the provision of the Constitution.

This Membership Charter also affirms the central importance of the relationship between the Chair of each Sub Group and the CEO in order to ensure that the key tasks identified by the Sub Groups are progressed between meetings and to deal with any issues which emerge in relation to Youth Work Ireland resources in terms of budget, staff etc.

- 14. Participation and Attendance**
The Board of Youth Work Ireland will review the participation and attendance levels of Sub Groups on a regular basis.

- 15. Participation Expenses**
Youth Work Ireland will cover the travel costs of Sub Group members upon receipt of public transport tickets or agreed mileage rate to and from Sub Group meetings or any other meeting at which the members have been asked to attend as a representative of Youth Work Ireland. An Expenses Claim Form will have to be submitted and approved. Member Youth Services will continue to pay the travel and accommodation costs of Regional Directors in attendance at the Regional Directors meetings.

- 16. Sub Group Work Plan**
Each Sub Group will develop, approve and implement an annual work plan in consultation with the Board of Youth Work Ireland. The Chair of each Sub Group will provide both a written and verbal report on this work plan at each Board meeting and annually to the members assembled at the Annual General Meeting.

**Appendix 3
List of Membership**

No.	Youth Work Ireland Member Youth Services	Full	Associate
1	CARLOW REGIONAL YOUTH SERVICE	✓	
2	CDYS YOUTH WORK IRELAND - CO. CORK	✓	
3	CLARE YOUTH SERVICE	✓	
4	DONEGAL YOUTH SERVICE	✓	
5	FDYS YOUTH WORK IRELAND	✓	
6	KERRY DIOCESAN YOUTH SERVICE	✓	
7	KILDARE YOUTH SERVICES	✓	
8	LIMERICK YOUTH SERVICE	✓	
9	MIDLANDS REGIONAL YOUTH SERVICE	✓	
10	NORTH CONNAUGHT YOUTH SERVICE	✓	
11	OSSORY YOUTH	✓	
12	TIPPERARY REGIONAL YOUTH SERVICE	✓	
13	WATERFORD & SOUTH TIPPERARY COMMUNITY YOUTH SERVICE	✓	
14	YOUTH WORK IRELAND CORK	✓	
15	YOUTH WORK IRELAND GALWAY	✓	
16	YOUTH WORK IRELAND LAOIS	✓	
17	YOUTH WORK IRELAND LOUTH	✓	
18	YOUTH WORK IRELAND MEATH	✓	
19	YOUTH WORK IRELAND MONAGHAN	✓	
20	YOUTH WORK IRELAND ROSCOMMON & N.E. GALWAY	✓	
21	CANALS COMMUNITY REGIONAL YOUTH SERVICES	✓	
22	YOUTH WORK IRELAND LONGFORD		✓

Appendix 4

Appendix 4 list the standard services supplies by Youth Work Ireland to its Member Youth Services.

STANDARD SERVICES

DEPARTMENT 1 FINANCE AND ADMINISTRATION

- Processing and payment of the Youth Services Grant on a monthly basis.
- Processing and payment of Garda Youth Diversion project funding (pay and non pay) in accordance with the Irish Youth Justice Service instructions.
- Application to the Department of Children and Youth Affairs for the Youth Services Grant on an annual basis or as dictated by the Department.
- Answering queries of the Department of Children and Youth Affairs on the Financial Affairs of member youth services grant on an ad hoc basis.
- Quality Control and checking of Finance Data in Department of Children and Youth Affairs YSG, SPY and YIC grant applications and progress reports on an annual basis.
- Provision of club insurances on a cost effective basis. Annual renewal date and tendering from competing Insurance Brokers.
- Day to day queries, letters of indemnity etc. for Youth Clubs.
- Provision of the mini grant scheme for youth clubs on an annual basis (funding dependent).
- Answering phone calls (landline and mobile) and emails on financial queries for member youth services.
- Liaising with grant administering bodies such as DCYA, CDYSB, IYJS, Leargas etc.
- Compiling a list of youth clubs with incomes under 10,000 Euro for the Charities Regulatory Authority.
- Compiling of data from the Youth Services Grant application forms, IYJS report forms, club affiliation insurance forms, statutory accounts, CDYSB reports and other data to assist in the reporting on a national basis of statistics, trends and figures for Youth Work Ireland. To assist in:
 - Advocacy and campaigns
 - Annual reports and communications
 - Fundraising

STANDARD SERVICES

DEPARTMENT 2 DEVELOPMENT AND INCOME GENERATION

- Development of National income generating campaigns and opportunities.
- Creating opportunities and supports which enable and support Member Youth Services to participate in national income generation campaigns.
- Development of training opportunities for appointed contact person for income generation and development in each Member Youth Service.
- Developing campaigns and opportunities for supporter database to be grown and developed.
- Developing campaigns which promote the growth of regional supporter databases.
- Managing of regional supporter databases on behalf of member youth services for agreed time periods.
- Managing of direct mail and marketing campaigns on behalf of member youth services for agreed time periods.
- Identifying examples of good practice across member youth services with the aim of securing funding support for further development, or scaling of the model / programme / practice.
- Identifying opportunities for funding support.
- Identifying opportunities for philanthropic support for local, regional, national and international programmes and projects.
- Developing opportunities for Member Youth Services to participate in European funded projects and programmes.
- Development of tools and engagement supports which assist Member Youth Services with Income Generation, marketing, branding, communications, PR and public engagement.
- Supporting Member Youth Services to identify and engage with local and regional corporate and business support opportunities.
- Day to day queries related to income generation and development.
- Developing opportunities for Member Youth Services to develop and influence and actively participate in national income generation campaigns.
- Developing networking opportunities for Member Youth Services and appointed contacts for income generation and development.
- Supporting Member Youth Services to scale up local and regional events into national ones.

STANDARD SERVICES

DEPARTMENT 3: ADVOCACY AND COMMUNICATION

- Supplying information on relevant policy developments particularly through a quarterly policy brief in all areas relevant to work with children and young people
- Supplying timely briefing material on specific policy, governance and funding issues as they arise with a particular emphasis on speedy turnaround
- Providing a comprehensive programme of media relations, assistance and monitoring
- Providing compliance advice in relevant areas particularly where there is regulatory or legislative change
- Supporting Youth advocacy through campaigns, press, media and group facilitation at the national level
- Engaging with the development and oversight of the ERASMUS+ Programme through representation on the Board of Leargas
- Providing Communications services and Communications training where required
- Supporting work on design, brand and imagery where required
- Engaging with a range of national agencies and NGOs to ensure the interests of young people and the organisation are heard
- Monitoring and supporting EU and international developments in the field of youth and related areas such as social policy, education, employment refugees etc. particularly through membership of the European Economic and Social Committee
- Acting as a national voice for young people in the media particularly as a timely and relevant spokesperson
- Assisting local media work by supplying templates and sample materials
- Engage with national policy makers and decision makers such as civil servants, politicians, think tanks, academics and agencies.
- Providing ongoing advice and assistance in relation to governance particularly linked to forthcoming policy and legislative change
- Representing the organisation nationally on external boards, seminars, organisations and conferences
- Developing, designing and publishing an Annual Report that showcases the work of the organisation nationally and locally simultaneously
- Organising campaigns and events in the fields of advocacy, policy and communications
- Providing relevant advice on policy, legislation, campaigning and communications to the Board, Board Sub Groups, the Regional Director's Network and any other relevant internal *ad hoc* groups established from time to time.
- Supporting the political and policy dimensions of the annual YWI Week political briefing
- Supporting the development of employment programmes for young people throughout the organisation

STANDARD SERVICES

DEPARTMENT 4: VOLUNTARY CLUBS AND NATIONAL PROGRAMMES

Voluntary Clubs

- Develop strategies and plans to promote the development and sustainability of voluntary youth clubs nationally.
- Develop, review and maintain materials to support the work of volunteers in clubs and to ensure that they are available in an accessible format
- Track, document and disseminate best practice internationally in the support of volunteers and voluntary youth clubs.
- Identify income sources to support the work of volunteers and voluntary youth clubs within YWI.
- Support MYS to have a common and agreed understanding of the distinct nature of YWI voluntary youth clubs which is practiced and delivered in YWI and to seek to achieve a collective agreement (not necessarily uniformity) on the context, contents, inputs, outputs, outcomes, costs, quality standards etc. of this work.
- Provision of the Volunteer Achievement Awards annually.

National Quality Standards Framework for Volunteer Led Youth Groups

- Support MYS to engage with the NQSFVLYG in relation to voluntary youth clubs.
- Answer queries on NQSFVLYG.
- Ensure relevant information has been distributed to club development officers within the MYS

National Programmes

- Answer day to day queries from clubs and volunteers.
- Manage, organise and administer current National Programmes (Games, Variety and Nollaig and Irish Youth Music Awards) to a standard of excellence.
- Evaluate all national programmes on a yearly basis.
- Distribute Rulebooks
- Distribute Entry Forms
- Provision of Bursary for IYMAS Programme.
- Ensure that Child Safeguarding, Health and Safety and all other relevant policies are adhered to in the delivery of National Programmes.

STANDARD SERVICES

DEPARTMENT 5 YOUTH WORK PRACTICE AND PROMOTION

Provision of Support for Member Practice Development

- Provision of quality control, review, facilitation of external review of member's practice statements, programme manuals and policies on request.
- Provision of access to Irish Youth Work Centre's training, library, and resources.
- Provision of access to MYS and their affiliate clubs to Youth Work Ireland's facilities (Seminar rooms, meeting rooms etc.,) in Lower Dominick St.
- Provision of Scene Magazine and E-Zine as practice tools.
- Provision of networking, development and joint working opportunities to MYS.
- Provision of manualised procedures (A-Z) in relation to core areas of youth work practice, e.g.
 - Equality/Traveller Support - the STATIS Toolkit
 - Club Support/NQSFVLYG
 - Intel Digital Engagement Programme
- Provision of National Policies and Policy Statements;
- Provision of Manualised Programmes in the areas of Youth Information, Employment, Mental Wellbeing, etc.

Provision of Opportunities for National Policy and Practice Development

- Provision of representation, voice and autonomy in national policy and practice developments through engagement with:
 - Quality Standards Training and Resources Group
 - Quality Standards Implementation Group
 - National Policy Initiatives as they arise
- Provision of opportunities to direct the development of Sub-group on Integrated Youth Services.
- Provision of lobbying and networking opportunities with politicians through the Political Briefing.

Provision of opportunities to promote practice

- Provision of supported opportunities to contribute to youth work practice Symposia and Scene Magazine
- Provision of opportunities to profile Member youth work practice through social media and the YWI website
- Provision of Youth Work Ireland Week campaign including materials and events coordination which promote MYS's practice
- Provision of online promotion of services work and events through social media
- Provision of supports to members with their own online and social media work
- Provision of support for MYS's ethos through positive portrayal of young people through visual representation on web and online platforms
- Provision of branding/logo/marketing support to members

Provision of Data Collection, Storage and Analysis

- Provision of online outcomes measurement tools and validated scales, i.e. Rosenberg self-esteem scale.
- Provision of data collection tools.

Provision of thought leadership, liaison and linkages to policy makers

- Answering queries of the Department of Children and Youth Affairs on practice, NQSF, NQSFVLYG in relation to member practice, outcomes, evidence based practice, and data generation
- Liaising with practice development agencies e.g Centre for Effective Services, University College Cork and other third level institutions;
- Provision of Symposia
- Provision of Round Table Events (e.g. Professional Development and Youth Work)
- Provision of the Irish Youth Studies journal
- Liaising with policy making bodies e.g. DCYA, CDYSB, IYJS, FSA.

Provision of Opportunities to Participate in the Consensus Process

- Provision of a National Consensus Process to provide policies, practice and promotion on a theme identified by MYS. The outputs to members include:
 - Programme of communications to inform and update membership of development of the Consensus Process theme
 - Promotional products i.e. videos, social media products, publications, workshops featuring MYS Practice
 - Training workshops
 - Federal Policies and policy templates in relation to youth work practice, i.e. Youth Participation, Guidelines for Mental Health

DEPARTMENT 6 CHILD SAFEGUARDING

- Maintaining and updating the National Child Safeguarding Policy
- Supporting the Child Safe Guarding Youth Work Ireland Board Sub-Group
- Supporting the national Safeguarding Implementation Group (External)
- Provision of Child Safeguarding training (CPAP Trainer and DLP training only)
- Maintaining the register of CPAP trainers and running the Trainer Moderation scheme
- Processing Garda Vetting on behalf of Member Youth Services
- Communicating changes and developments regarding Child Safeguarding and Garda Vetting
- Preparing the organisation for E-Vetting

DEPARTMENT 7 MANAGEMENT AND GOVERNANCE

- Supports to MYS on management and governance issues
- Investigation of complaints as directed by the National Board
- Planning and Strategic Planning support
- Funding Application supports including SPY, Youth Information etc.

- Support to Regional Directors
- Support to MYS in the recruitment, induction and on-going support of Regional Directors/CEOs
- Annual Training to Local Boars
- Irish Youth Justice Services Fund Administration
- Supporting working groups and sub groups of the board
- Liaising with statutory bodies on behalf of MYS

ⁱ Only Collective Policy Positions which are formally accepted at an AGM or EGM are regarded as hard law. Other Policy Positions Papers are considered soft law and each MYS is free to take an alternative position to YWI.