

**Rutland Area Youth Service (RAYS)  
Recruitment Booklet: Board of Directors**

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# **Recruitment Booklet For the appointment of Board of Directors**

**Closing Date: 28<sup>th</sup> February 2023**

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## 1. Background

The North East Inner City (NEIC) is an area of high levels of affluence juxtaposed with high levels of deprivation. There is a population of 22,800 approx. in the area of which 4,217 are young people within the 10 to 24 age group. The NEIC area has a long history of poverty, disadvantage, intergenerational unemployment and a high dependence on state benefits to one with mixed levels of disadvantage and affluence. There are high levels of lone parents, just under 50% on average and up to 90% in one of the small areas (within Electoral Divisions) with consequential levels of poverty.

In addition, the population is representative of many different ethnicities including those of the indigenous population. The area is host to large numbers of families who are living in homeless accommodation i.e. hostels, hotels and family hubs. There are also high levels of crime including gangland crime, drug dealing and associated criminal activities together with anti-social behaviour. In the area there is an acute level of substance misuse both alcohol and drugs all of which has affected the lives of young people living in this area. All of which has seen an increase due to the Covid 19 pandemic.

**ASP (Adventure Sports Project), LYCS (Lourdes Youth & Community Service) and Belvedere Youth Project (BYC)** have been providing youth services for more than three decades in north east inner city Dublin. In that time, they have worked with thousands of young people and have built up positive relationships within the community. These services have acknowledged that the landscape of the area is forever evolving and recognise the need for youth services to be able to respond to ever-changing needs in the area.

CDYSB (City of Dublin Youth Services Board) are working with the three organisations to develop a new stand-alone youth service which will see ASP , the youth work element of LYCS and the one youth work post, funded by UBU in BYC, merge to form a new entity that will bring together and strengthen the existing *good practice in relation to vision, methodologies, governance, compliance, programme design, delivery and evaluation for and on behalf of young people aged 10-24 years with a complexity of needs.*

An Advisory Group has been established to oversee this process. An independent external consultant has been appointed by the Advisory Group to support the process. Currently the name of the new youth service is the 'Rutland Area Youth Service (RAYS)', although the name of the new service will change and formally agreed by all stakeholders. The Rutland Area Youth Service will operate in line

with UBU Your Place Your Space funding stream from The Department of Children, Equality, Disability, Integration and Youth, which is administered and supported by CDYSB. This new stand-alone youth service will be located in a new purpose built community hub in the refurbished Rutland Street School in the next few years. In the meantime, the new service will operate as a multi site operation with multiple partners in order to continue to deliver the services to young people in the area. In summary the new entity, with an address in Rutland St, will provide services from 2 facilities from Rutland St, 1 from James Joyce St, in close co-operation with community partners in LYCS and BYC.

It is envisaged that the establishment of the new entity will be completed by early January. At this stage, the members of the existing Advisory Group will become the First Directors of the new Board of Management and will oversee the further development of the new entity as well as the recruitment campaign to appoint additional new Board members.

## **2. Purpose of the RAYS Board**

The members of the board will be appointed to oversee and support the provision of youth work services in the newly formed entity. They must serve the interests of young people and the community, pursue value for money in their endeavours (including managing risk appropriately), and act transparently. In line with the obligations of entities in receipt of public funding, boards of management in the youth work sector must adhere to the principles of:

- ✓ *Clarity*
- ✓ *Governance*
- ✓ *Value for Money*
- ✓ *Fairness*

## **3. RAYS Board Requirements**

RAYs requires a full board to be established. Maximum board membership is 10 directors, including the chairperson. This is a voluntary board of management and as a result no fees are paid to board members. Travel and subsistence expenses will be paid to members where applicable.

There will be approximately 9 meetings per annum, plus attendance at sub-committee meetings, as required. Together with preparatory reading for meetings and follow up activities and information analysis, the total commitment could be up to 10 - 15 hours per month. Each director of the board

shall be appointed to serve for a term of up to three years and, thereafter, may only serve an additional two three year terms either consecutively or cumulatively in line with the recommendations of the Charity Regulator and the Company's Constitution.

#### **4. The Board roles we are recruiting for are as follows:**

- a) Chairperson
- b) Company Secretary
- c) Treasurer ( Specific Finance & Governance Skillset)
- d) Directors (3-4) ( with specific skillset)
- e) HR
- f) Communications /Marketing/PR
- g) Legal Compliance/ Governance /Legal Affairs
- h) Youth & Community
- i) Directors (3) Community Representatives ( with a background in one/more of the following categories)
  - Community Work
  - Community Development
  - Community Activism

#### **5. Person Specifications**

Candidates for board membership must demonstrate that they have an understanding of the work of RAYS and the community of north east inner city Dublin as well as the core values (see below); that they possess the essential knowledge, skills and experience of governance required for board membership and that they understand the importance of serving young people in local communities. They must also be aware of the time commitment involved.

## 6. Core Values

In executing the main object of the company outlined in Section 2, RAYS are looking for candidates that can demonstrate the following core values:

- **Public Service:** Board members should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends
- **Integrity:** Board members should not place themselves under any financial or other obligation to outside individuals or charities that might seek to influence them in the performance of their official duties
- **Objectivity:** In carrying out RAYS business, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, board members should make choices on merit.
- **Accountability:** Board members are accountable for their decisions and actions to all stakeholders and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Board members should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider stakeholder interest clearly demands.
- **Honesty:** Board members have a duty to declare any private interests relating to their duties as a RAYS Director and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Board members should promote and support these core values by leadership and example.
- **Empathy:** Board members should act with compassion and demonstrate empathy, which is the ability to sense others' feelings and how they see things, to listen attentively to understand the other board members point of view and to take an active interest in their concerns.
- **Community development:** Board members should demonstrate their commitment to the principles of community development which are fundamentally based on the values of human rights, social justice, equality and respect for diversity.

## **7. Maintaining Board Confidentiality**

From time to time board members/trustees will be involved in activities either at Board meetings or on behalf of the Board which call for tact, discretion and above all, confidentiality. Some of the more obvious examples of this include staff and employment issues or sensitive information or comments during honest and open Board discussions. The proceedings of all such meetings are confidential to those taking part.

Having considered the general suitability criteria for membership of the board, candidates should consider carefully how their background and experience fits with the specific appointment criteria set out in the Person Specification above. Candidates should give careful consideration to the possibility of any potential conflict of interest that may arise if appointed to this board. Successful applicants to this board will be provided with induction training.

## **8. Role Specifications**

We are looking for a number of new Directors to join our Board of Management. Our board meets 9 times a year either remotely via an online platform or in a north inner city Dublin location.

For your time commitment you can expect the following:

- A comprehensive induction process.
- Appropriate training to fulfil the duties of a trustee.
- Each of the roles listed below will have general Trustee duties. These are as follows:
- An understanding of, and commitment to, our mission and values
- Serving as a trusted advisor to the Youth Service Manager and Board members
- Comply with the charity's governing document
- Ensuring the charity is complying with its charitable purpose for the public benefit
- Acting in the best interest of the charity
- Acting with reasonable care and skill
- Managing the assets of the charity
- Commitment to all legal and fiduciary responsibilities, ensuring compliance with statutory obligations and ensuring best practice in corporate governance.

## **A. Chairperson**

The responsibilities of the Chair are as follows:

- The Chairperson has a strategic role to play by effectively communicating the vision and purpose of the organisation, to ensure the Board functions well, that there is full participation at meetings.
- To provide leadership, ensuring that Directors work collectively in partnership with the managers to fulfil their duties and responsibilities.
- To liaise, support and where appropriate challenge the Youth Service Manager, ensuring that operational duties and responsibilities are appropriately delegated to the staff complement.
- To plan and Chair meetings in accordance with the governing documents
- To liaise with Manager and to keep up to date on the affairs of the organisation
- To bring impartiality and objectivity to meetings and decision making
- To ensure that decisions made at meetings are implemented.
- To be aware of current issues that might affect the organisation.
- To advocate for and represent the organisation at external meetings and events when required.
- To formulate policies and strategies and put in place necessary company organisational structures and resources.

### **Qualities and skills required:**

- ✓ Good leadership skills
- ✓ Good communication and interpersonal skills
- ✓ Impartiality, fairness and the ability to respect confidences.
- ✓ Ability to ensure decisions are taken and followed-up.
- ✓ Good timekeeping
- ✓ Tact and diplomacy
- ✓ Energy & enthusiasm
- ✓ Desirable:
- ✓ Experience of governance in the community and or charity sector
- ✓ Experience of the youth work sector

### **Remuneration:**

This is a voluntary role.

## **B. Treasurer**

Responsibilities of a Treasurer include the following:

- The candidate must be a relevant finance qualification, ideally with at least 5 years senior management experience
- The Treasurer will be appointed to the Finance, Governance & Compliance Subcommittee
- Responsible for effective oversight of the finances to advise the Board on financial matters; budgeting, monthly financial performance, cash flow, funder reporting requirements, management accounts
- Responsibility to ensure that the company complies with all relevant statutory and regulatory requirements
- Works with the Youth Service Manager to provide the annual budget
- Responsible to the Board of Management for the discharge of its obligations in relation to accounts.
- Will offer oversight of compliance and risk management in line with usual board responsibilities.
- Ensures development and review of the financial policies and procedures
- Works with the Youth Service Manager and auditors on the production of the Annual Audited Accounts, for discussion and approval by the Board at the AGM and for filing annual returns with the Companies Office.
- Inputting to the strategic direction, contributing with insight, oversight and experience of strategy formulation in other sectors.
- The ability to commit to the time necessary to carry out the role effectively. This is likely to be a minimum of 2 hours a week, including regular meetings with the Youth Service Manager, reporting to Board meetings and the other duties in the role description, but may increase at certain times in response to particular pressures.

### **Essential Experience, Skills and Personal Qualities:**

- ✓ The candidate must have a relevant finance qualification, ideally with at least 5 years senior management experience as an accountant, auditor, or Finance Manager/Director in the private, non-profit, or public sector.
- ✓ Knowledge and experience of the Charity SORP (Statement of Recommended Practice)
- ✓ Strong business acumen and the ability to understand complex corporate governance issues and risk quickly.

## **Remuneration**

This is a voluntary role.

### **C. Company Secretary**

Responsibilities of a Company Secretary include the following:

- The company secretary will work alongside the company chairperson and other members of the Board of Directors by sharing responsibilities to ensure that the company's administration of a high and effective standard.
- They will also work together to ensure that the company complies with the relevant law and legislations.
- The successful candidate will be required to work flexibly and on their own initiative whilst being based remotely until further notice.
- The successful candidate will be obliged to exercise due care, skill and diligence during their appointment.

#### **Specific duties and responsibilities include:**

- Maintaining accurate records & making them available as required by submitting reports to the Board of Management as required.
- Co-signing and certifying of statements and/or legal declarations.
- Comply with the organisations governing document
- Ensuring the organisation is complying with its purpose for the public's benefit
- Acting in the best interest of the organisation
- Support collective responsibility of Board
- Keeping the company's minutes of board and general meetings
- Keeping and making available for inspection, the company's registers
- Providing the directors with legal and administrative support
- Publishing statutory notices
- Inputting to the strategic direction, contributing with insight, oversight and experience of strategy formulation in other sectors.
- Supports the executive to ensure an effective AGM and oversees compliance with organisation constitution in this regard.

**Experience required:**

- ✓ Relevant qualification or experience in a Company Secretary role.
- ✓ Desirable:
- ✓ Legal /management/ governance experience or qualification.

**Remuneration**

This is a voluntary role.

**D. Board Member –Compliance/ Governance /Legal Affairs****Specific Responsibilities of this Role**

- Advising the board of its legal responsibilities
- Ensuring all policies and procedure of the organisation are in line with best practice
- Being familiar with organisations governing document and the legal responsibilities of charities under the Charities Act 2009.
- Helping to ensure that charity trustees file all relevant statutory returns and information with the Charities Regulator (e.g. annual reports, changes to the charity's details and/or trustees' details).
- Awareness of and ensuring compliance with 'funder's' requirements Working with the Youth Service Manager to ensure that the organisation meets the requirements of the Charities Governance Code and assisting in the development of any governance policies that may be required.
- Initiating board recruitment, training and periodic reviews of board effectiveness, as well as conflict resolution or mediation if necessary.

**Essential Experience, Skills and Personal Qualities:**

- ✓ The candidate must ideally with Minimum three years' professional experience in a governance and compliance expertise role in the private, non-profit, or public sector.
- ✓ Knowledge of GDPR and charities sector would be welcome.
- ✓ Knowledge of non-profit sector would be advantageous
- ✓ Strong communication and relationship building skills

**Remuneration**

This is a voluntary role.

#### **E. Board Member – HR**

- Ensuring that HR practices are in line with regulations and legislation
- Advising the Board on their legal responsibilities to employees and volunteers and to recommend measures to be put in place to ensure compliance with these responsibilities
- Providing guidance to the Youth Service Manager and Board on the continued development and enhancement of the internal HR management framework
- Supporting the board on HR issues and regulatory compliance
- Providing support with the development and monitoring of effective risk management strategies.

#### **Essential Experience, Skills and Personal Qualities:**

- ✓ The candidate must be a qualified HR professional, ideally with at least 3 years senior management experience as an HR Manager/Director in the private, non-profit, or public sector.
- ✓ Knowledge of GDPR and charities sector would be welcome.

#### **Remuneration**

This is a voluntary role.

#### **F. Board Member – Youth & Community**

##### **Specific Responsibilities of this Role**

- To bring youth work practice expertise to the Board
- Advising the Board on current and emerging needs of young people
- To advise the Board on innovative and needs based programmes to meet the needs of young people in the community
- To bring expertise to the Board in areas such as interagency work, best practice & policy development.

#### **Essential Experience, Skills and Personal Qualities:**

- ✓ The candidate must be a qualified youth work professional, ideally with at least 3 years' experience
- ✓ Knowledge of working with young people at risk would be welcome.

#### **Remuneration**

This is a voluntary role.

## **G. Board Members – Community Representatives**

### **Specific Responsibilities of this Role**

- To advise the Board in relation to the current and emerging needs of the community and in particular the needs of young people in the community
- To bring their knowledge, experience and insight of the community to the organisation
- Effectively represent the organisation and promote a positive organisational image to ensure adequate community representation

### **Essential Experience, Skills and Personal Qualities:**

- ✓ A strong track record in community work /community development/ community activism
- ✓ Insight into the issues faced by young people and community members in inner city Dublin
- ✓ Previous experience of participating in projects or groups within the north east inner city is desirable.

### **Remuneration**

This is a voluntary role.

## **9. The Sub Groups of the Board**

Under its Constitution, the board shall establish three sub groups:

- A. Finance, Governance & Compliance, Audit & Risk Sub Group
- B. Services Delivery and Development Sub Group
- C. HR Sub group.

### **A. The Finance, Governance & Compliance Sub Group**

The Finance, Governance & Compliance Sub Group will have at least one director with a finance qualification and will include some other Board members who are experienced in dealing with budgeting and financial systems and reporting on a scale similar to that of the operations of the organisation. If possible the Sub Group will also include a member who has experience of managing governance and compliance in the Charities Sector.

#### **Responsibilities**

The Finance, Governance & Compliance Sub Group will have responsibility to advise the board on matters including budgeting and monitoring of cash-flow, financial reporting requirements, value for money, governance, risk management, procurement, internal control, internal audit, external audit; and reviewing its own effectiveness.

### **B. The Services Delivery and Development Sub Group**

The Sub group will include at least two members from the Board as well as the Youth Service Manager. Among the members there be at least one Board member experienced in the delivery of youth work services.

#### **Responsibilities**

The Sub group will advise the board on matters relating to the quality of service delivery, ensuring that the needs of young people and their families (current & emerging) are identified and the programme of work is designed to meet these needs in line with the service requirement of the UBU Scheme. The sub group will also identify the potential and need for different and / or new services when the need arises and to propose changes which will enhance the nature of services through the of research or of piloting new approaches, all in line with the UBU service requirement. The Sub group will also ensure there are mechanisms in place to ensure that the project is delivering under the UBU model by working with the Management team in terms of documentation, systems and corporate compliance for all legal issues that the Youth service is bound by.

### **C. The HR Sub Group**

The purpose of the HR Group is to provide support and advice to the Youth Service Manager and the board of directors in the management of the human resources, employee relations functions of the organisation.

The board may establish other standing/sub groups to assist the board in the effective and efficient performance of its responsibilities. All members will be expected to make them available to be a member of a sub group.

## **10. How to Apply**

Please email a current CV and cover letter to the following:

[christine.lodge@clmconsulting.ie](mailto:christine.lodge@clmconsulting.ie)

Ensure your cover letter clearly specifies how your particular background and experience meets the requirements of the board position(s) specified in this recruitment booklet.

Should you have any queries, please contact:

Christine Lodge – 086 8293665

**Closing date/time for receipt of applications is 28<sup>th</sup> February 2023**

An Assessment Panel will be created and convened by the Advisory Group to consider and assess the expressions of interest received. The assessment will be based on a review of applicants' documentation received and potential members will be invited to meet with members of the Advisory group prior to appointment.

## **11. Confidentiality**

Subject to the provisions of the Data Protection Act 2018 and GDPR, all applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process. A data protection notice which accompanies this booklet can be obtained from [christine.lodge@clmconsulting.ie](mailto:christine.lodge@clmconsulting.ie)

## **12. Data Protection**

Please request the data protection notice if required via email from

[christine.lodge@clmconsulting.ie](mailto:christine.lodge@clmconsulting.ie)