



'Helping young people reach their full potential.'

the



supporting young people

Trustee Recruitment Pack

Trustee Recruitment Pack Contents

Introduction and welcome

Thank you for your interest in wanting to become a Trustee for The Zone and offering time and energy to support our work to help young people. The Board of Trustees has a vital role to play in developing, monitoring and sustaining this charitable organisation. The Board works closely with me as Chief Executive to ensure our services are able to address the identified needs of young people and that staff are fully supported.

As an agency we provide timely access to free information, advice and support to around 6,500 different young people each year. Thanks to the commitment of paid staff and volunteers working for us, every young person who needs our support can usually talk to someone as often and for as long as they need. Some simply drop in for advice through our 'front of house service', others we may work with for as long as 3 years, depending on need and the services offered.

The Zone¹ began over 25 years ago as a charity centered on the needs and viewpoints of young people. Since then it has evolved a wide range of accessible, innovative and effective services, with sound organisational policies and procedures, all of which are described in this pack.

With the increasing demands of the current economic, political and commissioning climate The Zone will value all of the knowledge and skills that its Trustees can offer.

Mike Jarman - Chief Executive Officer

What staff say about working at the Zone



"It has been a better experience than I ever thought it would be, everyone is so friendly, there's a huge support network around you constantly"

"The Staff are warm, welcoming and understanding. If you do not understand or have a question, the staff are on hand to help and support you. All staff members have a great respect for one another and understand that you might learn or adapt at differing speeds"

"The training I have received through The Zone has been amazing."

"I enjoyed volunteering so much that I volunteered to do more hours than was asked of me, then I went onto paid employment at the Zone"

¹ Initially named Youth Enquiry Service

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The Board of Trustees

The Board of Trustees at the Zone has historically worked on a principle of consensus about decisions to be taken and close working with the Chief Executive and Senior Management, taking into account the views and experiences of paid staff and volunteers working for the agency, the young people that use our full range of services, and wider stakeholders. The Board is rigorous in its examination of all issues, its governance responsibilities and its ability to play devil's advocate to illuminate debate around issues arising. The Board sees the element of trust to be integral not only to its responsibility to the Charity Commission and the business of the agency but also in its relationships between Trustees.

Current Trustees

Tanmayo Malcolm-Clark	Acting Chair
Shaun Walbridge	Trustee / Treasurer
Darryl Keaton	Trustee
Geoff Baines	Co-opted Board Member
Amanda Hosking	Trustee
Natalie Stirrat	Trustee

Other Board Members

Mike Jarman	CEO
Jo Campbell	CQC Registered Manager (Icebreak Team Leader)
Seam Mitchell	Operations Manager
Hayley Kent	Secretary to the Board

The Board is currently looking at mechanisms to involve staff and young people that use our services within the configuration and decision making processes of the Board.

Commitment

The Board meets bi-monthly on a Thursday at the Zone and/or via Zoom for meetings that generally last for 2.5 hours, with the expectation that Trustees also attend planning sessions (currently 2 half days a year), the AGM, and can be flexible to meet with staff at the agency when required.

All information to be discussed at meetings is sent in advance so there is the expectation that Trustees also commit an element of their own time to adequately prepare for meetings to inform discussion and decision making.

The role of a Trustee

The specific duties for being a trustee of the Zone are:

- To ensure compliance with the Zone's governing memorandum and articles of association as a registered charity and as a company limited by guarantee.
- To ensure compliance with charity law, company law and any other relevant legislation or regulations, including performance and activity linked to delivery against contracts.
- To ensure pursuance to objects as defined in the Zone's governing documentation.
- To maintain awareness of the Values and Principles of the Zone and to use these to inform the way that the role of Trustee is implemented.
- To ensure application of resources exclusively in pursuance of its objects.
- To contribute actively in giving strategic direction, agreeing overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To support opportunities for adequate and effective direct communication between paid and voluntary staff and Board of Trustees.
- To be willing, where appropriate, to represent the Board of Trustees in meetings with staff, other agencies or in disseminating information to the public.
- To safeguard the good name and values of the Zone, especially when representing the agency in other arenas.
- To ensure the effective and efficient administration of the agency to ensure its financial stability.
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds.

- To appoint lead officers and to monitor their performance against their respective roles, and to communicate effectively with staff across the agency.
- To use any specific skills, knowledge and experience to help the board reach sound decisions (this may involve scrutinizing board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise).

The role of the Chief Executive Officer (CEO) in supporting the Board

The CEO has overall responsibility for providing leadership to the Agency and for providing management and administration within the strategic and accountability framework established by the Board of Trustees. The CEO works closely with the Chair for enabling the Board of Trustees to fulfill its duties and responsibilities for the proper governance of the Agency and to see that the Board receives advice and information in a timely, thorough and appropriate manner.

'To relieve the effects of challenges to psychological and emotional health and well being, sexual and physical well being, social inclusion, and financial and citizenship needs faced by young people living, learning and working in Plymouth and the surrounding area, by providing a range of early intervention and person centered advice, guidance and personal development services in accessible and non-stigmatising environments'.

Our Statement of Accountability

As a voluntary organisation which seeks to be effective and accountable, we will be clear and open about our work and conscious of our social responsibilities. In particular:

Effectiveness

- We will state our purpose clearly and keep it relevant to current conditions.
- We will be explicit about the needs that we intend to meet and how this will be achieved.
- We will manage and target resources effectively and do what we say we will do.

Accountability

- We will evaluate the effectiveness of our work, tackle poor performance and respond to complaints fairly and promptly.
- We will agree and set out for all those to whom we are accountable how we will fulfill these responsibilities.

Standards

- We will be clear about the standards to which we will work.

User involvement

- We will be open about our arrangements for involving young people.

Governance

- We will have a systematic and open process for making appointments to our governing body.
- We will set out the role and responsibilities of members of our governing body.
- We will have an open and democratic process for allocation of roles within our governing body.

Voluntary action

- We will have clear arrangements for recruiting, involving, training, supporting and managing volunteers.

Equality and fairness

- We will ensure that our policies and practices do not discriminate unfairly or lead to other forms of unfair treatment.

Staff management

- We will recruit staff openly, remunerate them fairly and be a good employer

Our Values and Principles

The Board of Trustees has been consulting with staff and volunteers concerning the values and principles that underpin our work with young people. These governing values and principles are scheduled to be endorsed in May 2014.

Draft values:

1. Working together for young people

- The value of 'working together for young people' is a central tenet guiding service provision within the Zone. Young people come first in everything we do.
- All parts of the Zone will act and collaborate in the interests of safeguarding and protecting young people, always putting their interest before institutional or organisational interest, even when that involves admitting mistakes.

- As well as working directly with young people, other organisations and providers, we also involve staff, carers and local communities where appropriate, to ensure that collectively we are providing services tailored to identified and prioritised needs.

2. Respect and dignity

- Every young person who comes into contact with the Zone will always be treated with respect and dignity.
- The Zone values and respects different needs, aspirations and priorities and takes them into account when designing and delivering services.
- The Zone aims to foster a spirit of candour and a culture of humility, openness and honesty, where staff communicate clearly and openly with young people and their peers, relatives and carers.

3. Commitment to quality of service provision

- The Zone aspires to the highest standards of excellence and professionalism in the provision of high quality services that are safe, effective and focused on the experiences of young people. Quality will not be compromised.
- Safe, compassionate provision for every young person who uses and relies on our services is a collective endeavour, requiring collective effort and collaboration at every level of the Agency.
- The delivery of high quality provision is dependent on feedback: the Agency actively seeks feedback from young people, and others involved in service delivery, to identify and drive areas for improvement.

4. Compassion

- Compassionate service delivery ties closely with respect and dignity in that individual young people and their peers, carers and relatives will be treated with sensitivity and kindness.
- The business of the Zone extends beyond providing immediate service provision and includes alleviating pain, distress and making people feel valued and that their concerns are important.

5. Improving lives and life opportunities

- The Zone exists to improve the health, wellbeing and life opportunities of young people through professionalism, innovation and excellence in service provision.
- This value also recognises that to really improve lives and life opportunities the Zone needs to be helping young people to take responsibility and have increased control for making healthier and more positive choices.

6. Everyone counts

- The Zone has a responsibility to maximise the benefits we obtain from our resources, ensuring they are distributed fairly to those young people most in need.
- However, no young person will be discriminated or disadvantaged and everyone will be treated with equal respect and importance.

Draft Principles:

Principle 1: The Zone provides a comprehensive service available to all

- As such Zone services are available to every young person: except for extreme circumstances no young person will be excluded from receiving services based on the characteristics cited.
- The protected characteristics set out in this Principle are the same as those listed in the Equalities Act 2010 (age, disability, sex, transgender, race, religion or belief and sexual orientation).
- Legal duties require the Zone Board of Trustees to have regard to the need to reduce inequalities in access to services and the outcomes achieved for young people as service users.
- The Zone has a 'wider social duty to promote equality through the services it provides'.

Principle 2: Access to Zone services is based on need and not a young person's ability to pay

- All Zone services are free at the point of use, except where charges are expressly provided for in legislation when linked to services delivered from partner agencies (e.g. prescription charging).

Principle 3: The Zone aspires to the highest standards of excellence and professionalism

- Quality in service provision at the Zone focuses on continuous improvement informed by effectiveness, safety and service user experience, and the importance of young people being treated with respect, dignity, compassion and care.
- The Zone is dependent on its staff, and recognises that it is only when staff are valued and supported that young people receive excellence in service provision. This goes beyond education, training and development and includes staff being listened to and treated with respect and understanding.
- The importance of innovation and research, service monitoring and evaluation is underscored by this Principle as integral to driving improvements in service provision for young people.

Principle 4: The Zone aspires to put young people at the heart of everything it does.

- The Zone provides young person-centred services. Rather than being passive recipients of service provision young people also play a key role in managing their own wellbeing and are actively supported by us to do so. At all points young people, along with their families and carers where appropriate, are involved in discussions about their needs.
- Zone services will be coordinated, and where possible integrated, around and tailored to the needs and preferences of young people we work with.
- The Zone will encourage and welcome feedback from young people, the public and staff. We recognise that service improvement is dependent on feedback.

Principle 5: The Zone works across organisational boundaries and in partnership with other organisations in the interest of young people, local communities and the wider population.

- The interests of young people comes before institutional interest, and that other organisations / agencies need to be involved in delivering services alongside us if we are to collectively achieve genuine improvements in the young persons population's health and wellbeing.
- The Zone will proactively work with the full range of local statutory services, for example health, social care, children's services and education. We will also work with other public sector organisations, for example, the police and criminal justice system, as well as private and voluntary sector organisations.

Principle 6: The Zone is committed to providing best value for taxpayers' money and the most effective, fair and sustainable use of finite resources.

- As the Zone is funded in part by public money, this principle highlights the importance of using this funding fairly in a way that benefits all young people we serve. The Zone seeks to maximise benefits within the constraints of limited resources.

Principle 7: The Zone is accountable to the public, communities and young people that it serves.

- As in part a taxpayer-funded Agency, the Zone is accountable to statutory commissioners for the outcomes and spending of its services. As such there are various levels of responsibility and accountability for the Zone, and these must be clear to the public, young people we work with and staff. We will provide a Statement of Accountability explaining how these accountabilities work in relation to the full range of services we provide.

Services offered by The Zone

The Zone is made up of a range of services available for young people in Plymouth and the surrounding area. Described below are the services we currently offer.

Insight

Insight is an early intervention service for people aged 18+ who have experienced a first identified psychotic episode and/or are experiencing additional psychotic episodes. The service is delivered in partnership between Zone employees and staff co-located from Plymouth Community Healthcare.

The word 'psychosis' is used to describe a condition which affects the mind. People experiencing psychosis are often not in contact with the same reality as most people and don't realise there is anything unusual about their experiences. Symptoms can include hallucinations such as seeing or hearing things that other people cannot see or hear. People experiencing psychosis may be delusional or be holding very unusual beliefs. They may also be experiencing extreme anxiety, fear, suspicion or paranoia. Their thoughts or speech may be disorganised and they may be experiencing strong changes in mood.

The Insight team are able to work with people in this position, providing a supportive, respectful relationship to help the person understand what is happening to them and to help them recover.

The team provide practical support with things like housing, benefits, education or training, psychological therapy, family therapy, medication if appropriate, psychiatric support and an out of hours emergency telephone service for young people registered with the team. The team are also able to offer support to families and carers too. Insight work with each young person for up to three years.

Insight Project Lead : Darren Lloyd

Insight Clinical Lead : Dr Jocelyn Dawes

Icebreak

Icebreak is an early intervention service working with young people with emerging personality disorder. The team provides a friendly accessible service committed to supporting and empowering young people aged 16-22 years who are experiencing severe emotional distress.

A young person with emerging personality disorder may well be experiencing emotional distress, damaging patterns of behavior, significant feelings of exclusion, detachment or not belonging, and often will have self harmed, attempted suicide or be suffering with anxiety or depression. These difficulties may be reflected in issues with daily living, problems with forming or maintaining relationships and managing self harm or suicidal behaviours.

The team work with young people for up to two years to help them break negative patterns of thought or behavior and help them to make positive, informed choices. They do this by developing a trusting, therapeutic relationship to explore positive coping strategies and improve social inclusion. The team help with practical issues such as housing, benefits, education or training. The team provide support to families and carers too. This can often help improve the relationship between the young person and their family. Young people working with the team also have access to out of hours emergency telephone support.

Icebreak Clinical Team Leader : Jo Campbell

ZAP – Zone Accommodation Project

The Zone is the first point of contact for all homeless 16 and 17 year olds in the city. We also provide information and advice to all homeless young people aged 16-25. ZAP work with the young person to explore their housing situation including whether they are working with any other professionals and whether it is possible (and appropriate) for them to return to their current home. If the young person has no where to stay ZAP will explore the accommodation options available to the young person, including emergency accommodation.

ZAP – Early Intervention offers young people one to one support from an allocated worker. Together with their worker the young person will look at their housing and support needs and draw up a support plan. This plan will be reviewed regularly. The Early Intervention service can work with a young person from the point of homelessness for up to three months. If support is required for longer, the young person can work with the ZAP Floating Support Service

ZAP – Floating support offers young people one to one support from an allocated worker. They will continue to look at housing and support needs to draw up a regularly reviewed support plan. The worker can stay involved with the young person for up to 6 months with the focus on finding and / or maintaining accommodation. The majority of the support provided will be around tenancy support if the young person is already in accommodation, or supporting the young person to move into new accommodation.

ZAP Accommodation Project Lead : Leon Johnson

Hardship Fund

The hardship fund is available to any young person experiencing extreme hardship. The money is donated to the Zone by the Drake Foundation and we administer it on their behalf. There are many reasons a young person may need a donation from the fund including problems with benefits, homelessness and other unforeseen circumstances. Young people may not be aware of the fund, so if you think they would benefit from a donation, discuss with the duty worker before mentioning it to the young person.

The fund cannot be used to replace a statutory duty such as a care leavers personal allowance. When a young person asks for a donation it is really important to check out why the situation has arisen and whether steps have been taken to make sure it doesn't happen again e.g. if a young person's benefits have stopped have they done all they need to do to get them reinstated. The average payment is quite small (around £20) but can be more or less.

Hardship Fund Project Leads : Charlotte Hoskin/ Jan Coleman

Front of House including Sexual Health

'Front of House' is what the Agency calls the part of the organisation in which we use trained volunteers working under the supervision of paid staff. It includes the reception team, sexual health services, homeless support and helping young people with any other query they come in with. It is where most young people's journeys within the Zone begin.

Youth support volunteers are generally the first person a young person will see when they come to the Zone. They have a really important role in helping young people develop trust in the organisation. Their first experience of working with us will determine whether they come back and whether they recommend us to their friends.

The Front of House Team is made up of the reception staff, the project support workers and the sexual health project lead. Other crucial members of the team include the doctors, nurses and receptionists from Plymouth Community Healthcare and

Community Contraception and Sexual Health Service (CC&SH) who work with us to run the sexual health clinics six days a week.

The Front of House team is the biggest in the organisation with between 50-60 volunteers. It is also the busiest, seeing more young people than any other team, on average 43 different young people a day. By volunteering here people are helping more young people receive the support that is available at the Zone.

Sexual Health Project Lead: Lucy Green

Volunteer Support Lead : Amy Connor-Watson

Young Peoples Counselling

The service linked to supporting victims of crime only began in May 2015, and is still in the process of developing. Referrals are being received and we are creating opportunities to work with young people either at the Zone, or in locations close to their homes, with permission to work from a small number of schools. When fully developed the service will be supported by trained volunteers who can provide access to immediate support, with referral onto trained / trainee counsellors for ongoing help.

Victim of Crime Counsellor: Lucy Green

Progeny

Progeny is a three-six year training project for working with all secondary and special schools in the city, building their capability and capacity to both identify and manage the emotional health and well-being of pupils. In addition to helping schools identify their training needs, and then responding to these needs, the project will also develop peer mentoring/listening projects in all schools, as well as hosting annual conferences and specialist workshops.

Progeny plus is an additional project, funded for one year by Health Education England for provides additional specialist training in relation to the needs of the most vulnerable children and young people in the city.

Progeny Lead: Jodie Frost

What Staff Told Us

The Agency interviewed and undertook a survey of all paid staff to understand their perceptions of what it felt like to work for the Zone. This is what paid staff told us:

- 40% stated they are completely happy and enjoy their job.
- 54% stated they sometimes feel dissatisfied but generally enjoy their job.
- 0% gave a response of not enjoying their work.
- 0% gave a response of no interest at all in their work.
- 6% (equating to 1 person) stated they had mixed feelings about their job.
- 90% stated they are able to plan their own work.
- 60% stated they are often involved in decision making about their role.

This information provided the Agency with a benchmark concerning how paid staff felt about their roles within the Zone and for working for the Zone, and informed us about remedial actions that might be required to improve overall satisfaction. Specifically paid staff asked for the following:

Requested:

- Improve IT and Computer Speed.
- Salary Review
- Team members to sit with their own difficulties rather than impose them on others.
- Better Communication.
- Training.
- Effective Supervision / Line Management.

Agency Response:

Purchased a new server and new computers for 80% of staff.

Provided annual ex-gratia payments for all staff, and over 50% of staff on the lowest salaries awarded pay increases.

Developed an 'Emotional Health & Well Being Policy' with explicit advice on how to keep yourself well in the workplace.

Developed a 'Staff Consultation & Communication Policy' in conjunction with the new Staff Consultative Committee.

All paid staff enrolled on mandatory and non-mandatory training via accredited external providers.

Developing a revised Staff Appraisal Policy & related Procedures.

What Young People Tell Us

The Agency undertakes routine assessments of young people's experiences of accessing all services delivered, and these processes have been assessed by the Care Quality Commission as meeting their standard for having 'effective systems in place for regularly assessing and monitoring the quality of service that young people receive'. Specific feedback from young people over the last 12 months tells us that:

Front of House and Sexual Health

From a survey of survey users a sample of comments made by young people were:

- *The Zone volunteers are very helpful.*
- *Everyone was helpful and accommodating.*
- *Very helpful and friendly.*
- *All staff really approachable.*
- *Very helpful, friendly, good advice.*
- *Made me feel prepared for the future.*

The average wait to see a volunteer through Front of House is 12 minutes. The wait to then see a Doctor or Nurse can be up to 1 hour depending on the procedures being performed during that clinic. Young people expressed concerns at the wait on these occasions, but understood that there was little that we as an Agency could do to prevent this. We are working with Plymouth Community Healthcare concerning supply and demand.

ZAP (Homelessness Prevention, Floating Support and Mediation).

From a random sample of 35% of client exit questionnaires completed, 100% of young people felt that their views had been listened to, rated the service as good, and would happily recommend the service to other young people and felt the service could not have been improved in anyway. Specific comments they made were:

- *Having someone help me and understand me through a difficult time.*
- *Being listened to and helped quickly.*
- *Receiving advice from the same worker.*
- *There is so much passion in all the workers for them to improve the person's situation.*
- *The support, care and all the help offered me.*
- *Phone at any time, help when needed.*
- *Achieving life opportunities and very encouraging circumstances for the future.*

Looking Forward

The Board had a previous vision for what the organisation would look like by 2020 (see bullet points below). We believe that we reached this vision and then COVID came. We are looking for new Trustees who can work with us and help set our vision for what we the organisation be like by 2025.

- An innovative and independent organisation that can use its knowledge and experience to campaign for, and achieve, the best services to young people.
- An organisation that can highlight the nature, identity and needs of young people as service users in transition between children's and adult services.
- The Zone will be deemed fit and able to work in collaboration with other providers, and for influencing policy makers and commissioners, to find creative and cost-effective solutions to meeting needs, open to the benefits of mutually sharing resources.
- An accessible and outward looking organisation, that enables the most vulnerable young people in Plymouth to engage with professional and person centred services, for achieving positive and sustainable outcomes.
- An organisation providing fully integrated early intervention services, including but not limited to: individual and group counselling; peer mentoring; homelessness prevention; personal and social development; sexual health and secondary tier mental health.
- We will be working more closely with other settings (health, education, social care, employment and housing), across our geographical footprint in the South West, to expand and roll-out our knowledge and experience effectively.
- We will have improved governance arrangements, with a diverse and involved Board of Trustees, and rigorous focus on outcomes and evidence of excellence / effectiveness.
- We will remain a learning organisation, continuing to assess and understand the development of work with our service users, staff, partner agencies and policy makers.

Thank you again.....

...for taking on lots of information about the Zone, with its many services, its necessary statements of policy, practice, procedure and principles, and all the rest! Thank you for giving this your time and attention. We do try to support our Trustees in every way we can and show the respect we have for the time they give us. We are always looking for ways to improve how the Board of Trustees can work at all levels and to gain a real sense of satisfaction in what they do for the agency. If there are questions you have, or you would like to meet to talk through what being a Trustee for the Zone is like, please do not hesitate to call and ask.

In the first instance please contact:

Contact: Hayley Kent – Secretary to the Board

Email: hayley.kent@Thezoneplymouth.co.uk

Phone: 01752 206626

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