



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD MEETING

15 MARCH 2022

Report Title: Appointment of Youth Trustee Board Members as Non-Voting Co-optees
Report of: Mark Civil, Head of Creative Learning
Purpose: To seek feedback from SAC/CC members on expanding the youth programmes to include representation of young people on the Trustee Board.

Local Government (Access to Information) Act 1985 - N/A

1. Recommendations

- 1.1 To consider any feedback from the Statutory Advisory and Consultative Committees;
- 1.2 To authorise the CEO to liaise with the Corporate Trustee's Monitoring Officer to apply to the Council's Standards Committee to seek approval from Full Council in May 2022 to include the appointment of youth trustee board members on the Trustee Board, subject to feedback and advice from the SAC & CC.
- 1.3 To authorise the Head of Creative Learning to begin preparations for the recruitment of two youth trustees and for the trustee board to be informed of the details by email.

2. Executive Summary

- 2.1 Young people today are the charity leaders of the future. Over the last two years, APPCT support for young people has facilitated and engaged young people with the Charity - through volunteering, raising and donating funds, as audiences and makers, helping them to develop commissioning, strategic thinking and leadership skills.
- 2.2 We now propose that the board supports this mission further by creating Board positions for young trustees, to contribute their voice and perspective, contribute to the delivery of our Equality, Diversity and Inclusion goals and our Governance Improvement work.

3. Background

- 3.1 In January 2020, Creative Learning launched a pilot work for the Young Creatives Network (YCN) funded through grants from the #iWill Fund and National Lottery Heritage Fund Activity Plan to Alexandra Palace.
- 3.2 Young Creatives Network would help young people to develop cultural commissioning and production skills through a free programme rooted in their community.
- 3.3 It aimed to:
- Create an alternative route for young people aged 16-24 to gain skills for creative careers;
 - Provide opportunities for young people to shape cultural provision in their locality;
 - Increase engagement with cultural provision by young people from across Haringey's diverse communities
 - **Create a network of ambassadors and young advisers for APPCT – a necessary first step towards appointing young Trustees on APPCT board**
- 3.4 At a Board meeting on 26 January 2021 Trustees received a presentation on the work of the Creative Learning Team, including the Young People's Programme and were keen to engage with the Young People's Panel at a future meeting. The proposals presented in this report are in line with this and would ensure a regular dialogue with young people.
- 3.5 The Head of Creative Learning will be working with the Young Trustees Movement to devise best practice recruitment processes which will be provided to the Trustee Board in more detail if the proposals are supported.
- 3.5 The Trustee Board gave their full, in principle, support of the proposal at a workshop on 13 December 2021 and agreed the next steps:
- To consult SAC/CC members;
 - Obtain feedback from Haringey Council legal and finance officers;
 - Take a formal decision at the 15 March 2022 Board Meeting for appointments to be made by the Corporate Trustee Full Council meeting in May 2022.

4. Reason for the decision

- 4.1 Young Trustees have so much to offer and can benefit APPCT board in multiple ways including demonstrating:
- good practice
 - commitment to being a learning Charity
 - commitment to developing young people
 - an evolving approach to consultation with their communities
 - Commitment to EDI
 - A belief in providing intergenerational perspectives that will enable better decision making.

4.2 Boards benefit from having diverse perspectives, skills and experience in the room – this should include young people.

Helping APPCT to:

- Navigate uncertainty
- Future proof decision making
- Bring new and innovative ideas
- Invest in the future of charity leaders
- Reflect interests of communities they serve

4.3 Young trustees would gain an incredible experience that would boost their career and give them the opportunity to:

- Develop skills
- Grow their network
- Learn about governance and understand how the charity sector works
- Make a difference

4.4 APPCT would become part of a growing network of charity's that are changing the image of what a Trustee looks like; including organisations like:

- Roundhouse
- British Council
- Whitechapel Gallery
- Tate Modern
- British Museum

4.5 Appointing Young Trustees can help to reduce the perceived disconnect that can exist between board members and beneficiaries,

4.6 Increasing public confidence in APPCT by having a wider range of people represented on the Board, which can encourage greater support from the public.

4.7 The Board will benefit from new skills and viewpoints, which could result in an increased flexibility, greater scrutiny and better informed and more robust decision making.

4.8 Evidence suggests young trustees are hungry to learn and make a difference and ask the questions others won't.

4.9 APPCT would benefit from having young ambassadors at Board Level able to speak on behalf of the Charity.

4.10 APPCT be supporting the wider Charity sector by developing trustees of the future, enabling young people to gain skill and experience that comes from serving it in a meaningful way.

4.11 Lack of representation of young people at board level is becoming a barrier to APPCT securing funding as many funders now see it as core requirement

5. Risks

- 5.1 Young people have concerns about legal responsibilities; mitigations might include:
- Make it clear to the young person that this is more likely be a positive experience that would give significant advantage to them in their careers
 - Provide training for the young trustees
- 5.2 Young people may have less experience in dealing with organisational finance and strategic planning – the Board will not be able to rely on assumptions about levels of knowledge and may need to rethink some ways that it presents information; mitigations might include:
- Some documents provide additional information and wider context
 - Information may need to be developed in a more accessible way
 - Financial training may be required above and beyond the standard induction
 - Creative learning would support the recruitment process and provide training in governance
 - Adapt the induction programme to ensure it meets the needs of young trustees
 - Build in regular checks to ensure understanding as we do with all Board members
- 5.3 Young people being perceived as only being present to provide the youth perspective may feel undervalued, less respected or taken less seriously than the other trustees; mitigations might include:
- Clarity of role description to ensure Young trustees are appointed to discuss all matters and not just there to represent ‘young people’
 - Whole Board to challenge any age-related prejudice
 - Appointing more than one young trustee will stop young trustees feeling exposed and isolated, as per good practice
- 5.4 Young people may have less experience of organisational structures and processes; mitigations might include:
- Quality induction including culture, history and values to empower people to participate as best they can
 - A buddying or mentoring system which provides opportunities for regular feedback from young trustees to help the board to make alterations to processes and ensure the Board Culture is sufficiently open, welcoming and supportive
 - Appointing more than one young trustee. This will stop young trustees feeling exposed and isolated.
- 5.5 Young Trustees stay too long and are no longer young! Mitigations:
- A term of office shall be two years for a maximum of one term to create a turnover of opportunities for other young people.
 - Alexandra Palace classifies young people at aged 18-24. Other initiatives pitch young trustees at aged 18-30, and so a young trustee recruited at the upper age limit could still be considered appropriate if they were to remain for the two-year term.
 - Appointments will be in line with annual Full Council appointments to committees (at the start of the municipal year)

6. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?

6.1 The proposal does not conflict with the Charity's objects, mission and values. Appointing youth board members will improve engagement with an important group of the Charity's beneficiaries and will support the purpose: *enriching lives, through great experiences, forever.*

6.2 Including Younger Trustees on the board demonstrates our value by;

Resourceful – new approach to engage with a broader range of stakeholders more representative of the Trusts stakeholders and beneficiaries.

Collaborative – bringing diverse groups together to raise issue they want to discuss.

Passionate & fun – encouraging a new range of people who are engaged and passionate about Alexandra Palace.

Open & genuine – improving inclusiveness and diversity, welcoming feedback.

6.3 The proposals are in line with the main areas of focus in the Trust's Five-Year plan:

- Strengthen our reputation and elevate our status in entertainment, heritage and recreation.
- Create a stronger lifelong connection with our visitors, supporters and community.

7. Equality, Diversity & Inclusion

7.1 The proposal seeks to increase diversity and include young people specifically. There are alternative mechanisms for other co-opted board members to join the Trustee Board, therefore, no adverse impacts are expected in relation to any protected characteristic groups.

7.2 According to the Charities Aid Foundation, young people represent a significant portion of the population: 12%, but evidence suggests the average of a Trustee is 57, with:

- Less than 3% of charity trustees under 30 and,
- 18 – 24-year-olds account for less than 0.5% of all charity trustees

7.3 The Governance Code states that “diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions”.

7.4 Diversity of perspectives are a requirement, not a nice to have for a high-performing board.

- 7.5 It is recommended that appointments should be from the local community and reflect the diversity of the world in which the Charity operates. Including approaching any other local organisations working with young people.
- 7.6 The appointment of more than one young trustee will give the Board greater diversity and stop young trustees feeling exposed and isolated.

8. Legal Implications

- 8.1 The Trustee Board is constituted as a Council Committee and currently provides for 3 Co-opted Members from the Consultative Committee and an observer from the Advisory Committee.
- 8.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the appointment of the two youth trustees will be subject to a report to the Standards Committee and approval by Full Council, has no comments.

9. Financial Implications

- 9.1 Many funding organisations now see young trustees as a non-negotiable prerequisite for securing funding and see it as a demonstration of an organisation's commitment to ensuring diverse perspectives are considered at a board level. This is particularly relevant for funders of our creative Learning programme.
- 9.2 Expenses, in line with the Board Member Expenses Policy, to cover travel costs to meetings
- 9.3 Governance mentoring, time invested in developing young trustees and their ideas.
- 9.4 Organise time for additional meetings with the young trustees and help them to find initiatives they would particularly like to champion
- 9.5 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment.

10. Appendices *None*

11. Background documents:

- The Roundhouse Youth Governance Guide on how to include young people on your board and in your decision-making processes is available to view at the following link (36 pages) <https://www.roundhouse.org.uk/about-us/our-work-with-young-people/youth-governance/>
- The Young Trustees Movement <https://youngtrusteesmovement.org>