

Youth Work Ireland

Membership Charter



*Approved at Extraordinary General Meeting 13th April 2013
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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”
(Articles of Association and Memorandum of Association)

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 Articles of Association, 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

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 Memorandum and Articles of Association. 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 steering group with responsibility as set out in the Regional Directors Steering Group Terms of Reference. 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;
- 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 the context of an agreed regional development plan, such support to be defined after consultation and to have particular regard to required undertakings of *membership*;
- *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.

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
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	Child Protection Policy and Training	Hard	
9 (a)	<i>“Youth Work Ireland’s Child Protection Policy” and “Youth Work Ireland’s National Child Protection Awareness Programme”</i>		Soft
10	Garda Vetting	Hard	
11	Memorandum of Understanding and Articles of Association of Youth Work Ireland	Hard	
12	Annual submission of Audited Accounts, Strategic and Operational plans, Activity Reports and any other reports required by statutory and other agencies to National Office.	Hard	
13	Provide National Office with all the necessary documentation, reports and evidence in order to equip them with the necessary information to be accountable to funders for any and all funds which are channelled through the National Office for distribution among Member Youth Services.	Hard	
14	Adherence to an agreed and binding Memorandum of Understanding between Youth Work Ireland National Office and each of the Member Youth Services.	Hard	
15	Participation in Youth Work Ireland Board Sub Groups		Soft
16	Regular participation in the Regional Directors Network - as defined by the Network’s Terms of Reference	Hard	

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 two 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 Memorandum and Articles of Association.
- 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 Memorandum and Articles of Association, 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 Memorandum and Articles 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 Company Secretary, 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 Company Secretary shall determine the agenda for each meeting and the Company Secretary 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. If the office of President Elect is vacant, or such person is not present, the meeting shall elect a chairperson from amongst those present to chair the meeting.
- The Company Secretary 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 Secretary 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.

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	Voluntary Club and Programmes Sub Group	2	Dublin	3
3	Youth Work Practice Sub Group	4	RD Network Meeting plus two others in Dublin	3
4	Youth Justice Sub Group	2	RD Network Meeting	3 - 5
5	Social Policy and Advocacy Sub Group	2	RD Network Meeting	3 - 5
6	Organisational Development Sub Group	2	RD Network Meeting	3 - 5
7	Child Protection 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. 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 Treasurer of Youth Work Ireland is ex-officio a member of the Finance and General Purposes Sub-Committee. The President Elect is also an ex-officio member of the Finance and General Purposes Sub-Committee.

6 Voluntary Clubs and Programmes Sub-Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards may nominate a **young person, volunteer, local Board member, Regional Director or member of staff** to this committee. Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

7. Youth Work Practice Sub Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards may nominate **local Board member, Regional Director** or other **member of staff** to this committee.

Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

The Youth Work Practice Sub Group meets in **parallel** with the Social Policy and Advocacy Sub Group. Member Youth Services may **not** nominate to **both** Sub Groups

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

8. Youth Justice Sub Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards may nominate, **volunteer, local Board Member** or **member of staff** to this committee. Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

The Youth Justice Sub Group meets in **parallel** with the Organisational Development Sub Group. Member Youth Services may **not** nominate to **both** Sub Groups.

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

9. Social Policy and Advocacy Sub Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards

may nominate a young person, volunteer, local Board member or member of staff to this committee.

Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

The Social Policy and Advocacy Sub Group meet in **parallel** with the Youth Work Practice Sub Group. Member Youth Services may **not** nominate to **both** Sub Groups.

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

10. Organisational Development Sub Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards may nominate a young person, volunteer, local Board member or member of staff to this committee.

Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

The Organisational Development Sub Group will meet in **parallel** with the Youth Justice Group. Member Youth Services may **not** nominate to **both** Sub Groups.

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

11. Child Protection Sub Group

Membership of this Sub Group is decided by the Board of Youth Work Ireland having called for and received nominations from Member Youth Services. Local Boards may nominate a **young person, volunteer, local Board member, Regional Director or member of staff** to this committee. Local Boards undertake to ensure that their nominee is available to travel and is free to participate in meetings and teleconferences.

If more than 8 nominations for this committee are received the Board of Youth Work Ireland will make eight appointments under the guidance of the agreed criteria for the selection of Sub Group Members (Please see below).

12. Criteria for the selection of Sub Group Members.

1. Ensure continuity and change within the Sub Group
2. Ensure gender balance
3. Ensure geographical balance
4. Knowledge and expertise of the nominee regarding the subject matter of the Sub Group
5. Availability of the nominee to attend all meetings
6. In so far as is possible ensure that all Member Youth Services have at least one seat on a Sub Group of the Board of Youth Work Ireland.

- 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 Memorandum and Articles of Association.

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 GALWAY	✓	
15	YOUTH WORK IRELAND LAOIS	✓	
16	YOUTH WORK IRELAND LOUTH	✓	
17	YOUTH WORK IRELAND MEATH	✓	
18	YOUTH WORK IRELAND MONAGHAN	✓	
19	YOUTH WORK IRELAND ROSCOMMON & N.E. GALWAY	✓	
20	YOUTH WORK IRELAND CORK	✓	
21	CANALS COMMUNITY REGIONAL YOUTH SERVICES	✓	
22	YOUTH WORK IRELAND LONGFORD		✓

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.