



## Information Pack for Potential BAPP Trustees

Thank you for your interest in becoming a Trustee for BAPP. I am pleased that you are considering becoming part of BAPP's governance at this exciting and challenging time.

We have in place our strategic plan and a vision to ensure that children and young people can play and that our services will enhance the lives of all young people. 2009 was our 30th anniversary and marks our passion and commitment to ensure services are relevant to young people today as it was when it was first established in 1979.

Trustees play a key role in this, engaging with strategic planning, determining key policies and approving the services BAPP provides, at the same time ensuring that BAPP's financial resources are adequate and that risks are properly managed. The Board provides leadership to BAPP staff and this pack will help you understand more about BAPP and what BAPP is looking for from trustees.

## History

**Bath Area Play Project** was set up in 1979 by a group of volunteers who identified that there was nothing for children and young people to do during the summer holidays. Social Services, the Police and local Council supported the group of volunteers and the Bath Summer Youth project was formed.

Initially working in local authority Youth Centres in Weston, Whiteway and Walcot, the project soon gathered momentum employing it's first paid member of staff in 1985.

The Project ran programmes in the summer holidays for many years in more and more of the identified deprived communities which the council specified. In 1988 we established and facilitated the setting up of local Play Forums, supporting groups of local people to come together to identify and support the play needs of local children.

We also began work with Bath MENCAP to set up provision specifically for children with learning difficulties. This work developed into a then pioneering integration system where volunteers were matched with disabled children and buddied them to enable them to attend mainstream provision. Extensive work was done with parents of disabled children who were generally very wary of their children going to something not specifically for disabled children.

We received funding through grants from the local council in addition to other project funding enabling us to provide play provision in more areas and at other school holidays. In the early 1990's were started residential arts based holidays in Devon, taking groups of children away through funding from BBC Children in Need as well as supporting the Parks department with extending the Bath Spring Flower Show to families through provision of a Junior Tent and five years later, with a crèche.

Since the late 1990's BAPP has established itself as an organisation with a strong management and staff workforce, excellent reputation for quality services which are open to all. In addition to a sessional workforce, we now employ more year round staff delivering a range of services for children and young people as well as for those who work with children and young people including training and resources.

Behind the scenes are the Management Committee who as the Board of Trustees, have supported difficult decisions, lobbied to make stronger cases for funding and generically supported the development of a range of child-led services which serve the more disadvantaged areas or communities in Bath.

In 2010, we successfully tendered for services commissioned by the Local authority through different departments and hold contracts with a combined annual value of £250,000. We are fully engaged at strategic level through the Children and Young People's Network and have input into strategic level boards including the Children's trust Board and Health & Wellbeing Board. We are fully signed up to integrated working and staff work alongside partners ranging from other voluntary sector organisations to Health professionals and the Statutory sector using the Team around the Child model.

## Charitable objectives and strategic direction

The Constitution is our governing document approved by The Charity Commission which sets out what the organisation can and can't do, what it's legal obligations are and rules governing how management and financial control are ensured.

Our objects are:

- (i) to advance the education of children between the ages of 0 and 25;
- (ii) to promote the benefit of the inhabitants of Bath and its surrounding area without distinction of sex or of political, religious or other opinions by associating the local authorities, voluntary organisations and the inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving conditions of life of the said inhabitants

### Objective 1

#### Play Provision

**To facilitate good quality and accessible play opportunities, with supervision provided where appropriate, in accordance with age and need**

We provide a diverse range of direct services aimed at children from age 18 months to 25 years including those with disabilities. We actively promote the social model of disability and have a strong inclusive ethos through all of our services. Our staff team are professional and passionate about the services we provide and uphold the reputation that the organisation has developed over many years.

### Objective 2

#### Equalities / Inclusion

**To ensure that children are not denied play opportunities because of discrimination, culture, disability, and poverty or because of social or environmental constraints**

We ensure that staff and volunteers receive training and support to ensure that we can meet the diverse needs of a large group of children and young people. We strive to ensure that all services are accessible and our policies and procedures support these services to be provided to a diverse range of children and young people.

### Objective 3

#### Management

**To develop and strengthen the organisation including development of the Business Plan, strategic objectives and quality management**

We have worked with a Management Consultant to produce a Business Plan which has led to the development of strategic objectives which relate to local and national policy. We have successfully been awarded the Quality Management award ISO9001:2008 and have achieved satisfactorily our annual audit since 2010..

#### **Objective 4**

##### **Support**

**To develop and support forums and services related to the needs of those working with children and young people in B&NES and parents/carers**

We actively support groups who work with children and young people and run ourselves two successful Networks aimed at those working with children and young people.

#### **Objective 5**

##### **Strategy contribution**

**To contribute to achieving the relevant targets identified in the B&NES Play Strategy and the Children and Young People's Plan**

As part of our current contract monitoring, all services clearly identify what they contribute to key sections of the Play Strategy as well as the B&NES Children and Young People's Plan. We are involved in the development of the new Children and Young people's Plan for 2014-2017 and contribute to actively encouraging children and young people to have their say in choosing priorities.

#### **Objective 6**

##### **Workforce development**

**To support a skilled, diverse and motivated workforce**

Through support and access to training, we encourage staff and volunteers to undertake specific training as well as full induction at the start of their time with the organisation. Staff are encouraged to attend Continuing Professional Development courses and to network effectively. We actively recruit through local channels, encouraging people to try volunteering with us before supporting their application to employment whether with us or other organisations. We have worked with Job Centre Plus to support volunteers with Mental Health problems to successfully reintegrate into the employment market and actively support young people with volunteering.

#### **Objective 7**

##### **Children and young people's involvement**

**To advocate for children and young people in relation to their right to play including supporting appropriate participation**

We facilitate children and young people's participation through group work ensuring that our services are child/young people-led wherever possible. We advocate on behalf of children and young people through attendance and contribution to various Boards and group meetings including public meetings, ensuring that the voice of the child is heard.

**In 2011, we were awarded funding from the Transitions Fund and developed a Strategic Business Plan and are looking at new strategic objectives. In 2013 we received funding from the Lottery Reaching Communities programme to further develop our Family Play Support Service. This work started in December 2013 for 3 years.**

## **The Ethos of BAPP**

**Bath Area Play Project' ethos is one where every child has the right to play and that wider social inclusion is at the forefront of all of our services.**

**We believe that children's first claim on their community is to play and that childhood is often assumed to include enjoyment and playful opportunities. Working in the more disadvantaged areas of B&NES and with specific communities, we understand the needs and advocate for children, young people and communities to access the services that they need.**

**Play is often seen as just something that children do.**

**However we are clear that play is integral to every community where children live from having space to play, being able to move within the community to the value and benefits that play provides not just for children but for families and the wider community are all areas which we advocate for.**

**Children need to play and have a right to play, it is one of their first claims on their local community.**

**Historically we have supported groups, families and communities to consider the play needs of their group whether facilitating Play Forums, working with groups of specific children or supporting communities to set up play provision.**

**BAPP is a local voluntary organisation and registered charity providing direct services across the Bath Area.**

## **Vision: It is every child's right to play**

### **Mission:**

**BAPP recognises and promotes the importance of self-directed play in relation to child development and the rights of children and young people.**

**BAPP is committed to facilitating user-led, inclusive, specialist play opportunities for children and young people in their own communities.**

**BAPP supports this through provision of or access to ongoing training and professional development for all staff and volunteers.**

## Financial Review

Income has increased over the last three years with the development of a Commissioning Framework where BAPP has been able to compete in tendering for various contracts with the local Authority.

Community Play Service inc FPS	95,000
Family Play Partnerships	114,000 (Lottery)
Inclusive Holiday Playscheme	18,000
Targeted Holiday Playscheme	80,000
Inclusive Play inc SOFA	20,000
Targeted Youth	20,000
Children's Network	13,000
Life Skills	10,000 (BBC CIN)

Total 2014/15 £370,000

Plus other smaller funding streams

BAPP is funded in the main through various service level agreements from the local authority with these contracts. Whilst acknowledging the importance of the grant to the Project we are constantly searching for additional funding. In 2013 we hold a variety of Contracts with B&NES as well as receiving funding from other sources such as BBC Children in Need, Quartet Community Foundation and Bath Municipal Charities

We have an excellent Finance Officer, Sally Savage, who has transferred all our accounting from a Manual system to electronic using SAGE. Our payroll is now completed using SAGE Payroll with most banking done through bank transfer.

2013/14 Accounts are fully balanced and Trustees agreed to maintain the existing Reserves with sufficient funds for 4 months running costs. These are in a separate account and we also maintain a balance of less than £85,000 in our current account.

We also maintain a Development Fund of £25,000 which Trustees can agree to use at their discretion to run pilot or develop projects

## The Board of Trustees

Bath Area Play Project is a voluntary organisation which is run by a group of people who all give their time to voluntarily managing and overseeing the Project. This group of people is called a Management Committee and they currently meet every 4 to 6 weeks usually in the evening in Bath.

The Committee is made up of people who have an interest in children, play or child development and are committed to controlling the direction and quality of the work of the project. Current members include teachers, social workers, consultants, parents and a foster carer.

Members become Trustees of the organisation which, as a registered charity, means they are responsible for the financial management as well as service delivery and ensuring we work within the limitations of our governing document - our Constitution.

The [Charity Commission](#) approved our registration in 1992. Annually we hold an Annual General Meeting where trustees are elected, an Annual Review is produced and Accounts audited and brought to the AGM for approval.

Trustees are the equivalent of a Director of a Company but receiving no financial reward for the work done. There are four named positions; Chair, Vice- Chair, Treasurer and Secretary. Other trustees are Ordinary members with the same influence and vote entitlement as named positions.

Named positions usually involve some work outside of Committee meetings depending on the nature of the position. All are essential to the success of Bath Area Play Project and without them, we would not exist.

Meetings are fairly informal and are recorded with written records circulated to all members. Decisions are recorded and staff directed to work in specific ways.

There is an Annual General Meeting where an Annual Review is produced as well as accounts for the year, showing openly what services are provided as well as how money is spent and managed.

Also annually, staff and trustees hold a Review and Development Day where action plans and Business Plans are reviewed and discussed as well as future developments for the organisation.

## Procedure for Electing Trustees

New members are elected at the Annual General Meeting and where there is more than one person standing for the same position, those present are requested to vote for one person only.

In the course of a year, individuals can be co-opted where they have experience relevant to the needs of the Committee or ask to join as they would like to contribute to the organisation. Individuals can nominate themselves or be nominated by Line Manager of their organisation or agency if they are undertaking the role as part of their job.

## Cycle of meetings

Trustees meet every six weeks in the evening in Bath.

Trustees are expected to attend regularly and read all papers prior to the meeting so the time can be spent discussing proposals and ideas. Papers are sent out electronically or by post one week prior to the meeting date.

## Nolan's 7 principles

Trustees are asked to undertake their role with these principles in mind:

**Selflessness** : Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** : Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity** : In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** : Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** : Holders of public office 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 public interest clearly demands.

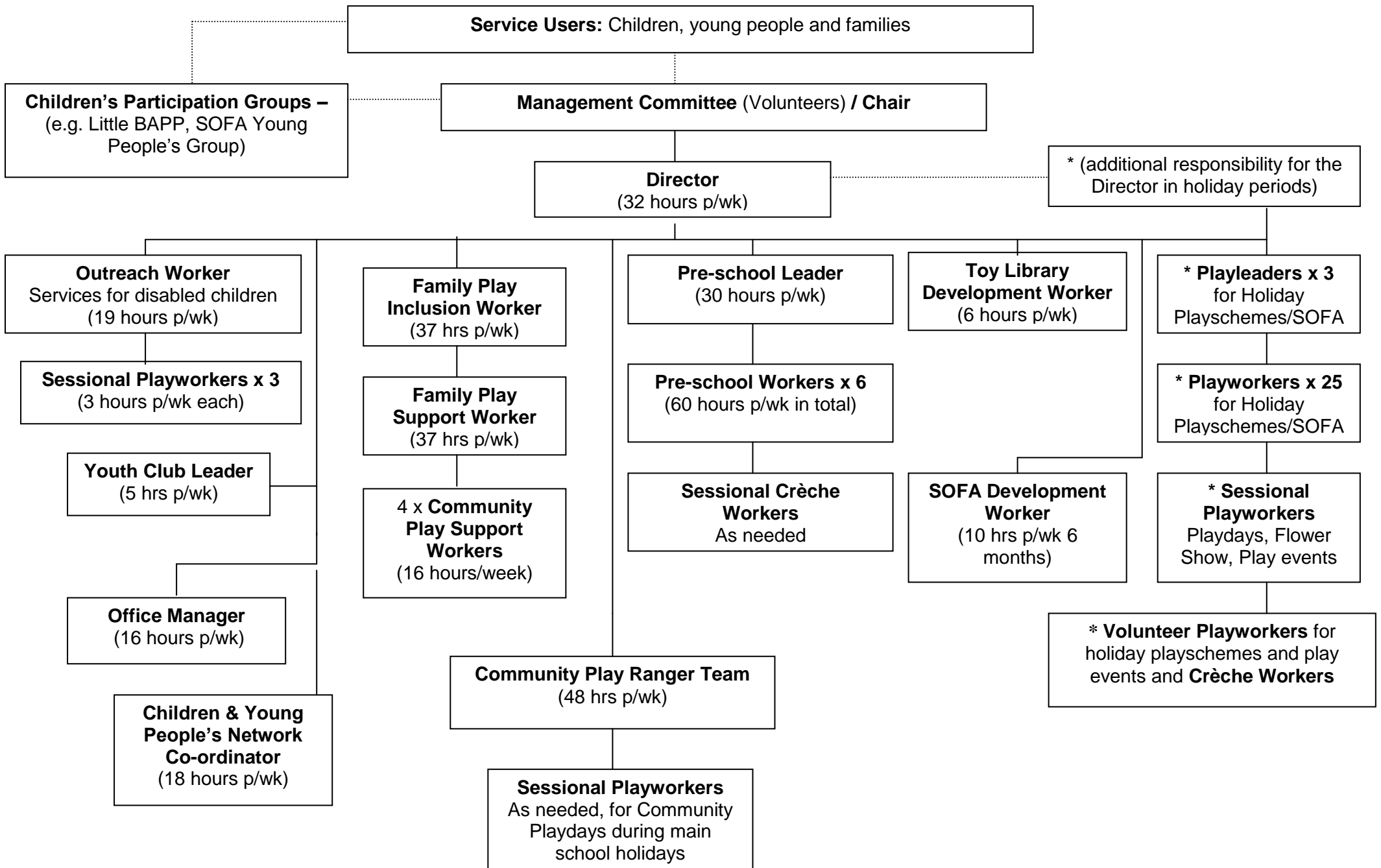
**Honesty** : Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** : Holders of public office should promote and support these principles by leadership and example

Download the Management Committee Nomination Form - [here](#)



# Organisational Structure of BAPP



## **A list of the organisation's paid staff and details of their job roles**

### **Director – Caroline Haworth MBE**

A qualified primary teacher, she recognises the importance of play as crucial to child development. The Director's role is mainly office based organising and planning the many play services, one of many aspects of BAPP's work and development, and supervising and managing the staff team.

The Director is also responsible for: identifying funding sources; preparing funding applications; ensuring effective promotion and publicity of BAPP's work particularly in the local press; co-ordinating training programmes for staff and with local authority and other organisations to ensure good practice.

Caroline was awarded an MBE for services to children in the 2004 New Year Honours List.

### **Office Manager – Sarah Sealy**

Most of the work would not be possible without the aid of Sarah Sealy who provides administrative support for Holiday Playschemes, Community Play Rangers, general office running and administration of many projects. Sarah also works as the SOFA Development Worker and provides additional support for other projects as needed.

### **Family Play Inclusion Worker – James Beattie, currently on extended Leave**

#### **Family Play Support Worker - John Melbourne**

John works to support families with referred, disadvantaged and disabled children and children excluded from attending play provision to access it as well as supporting other services and schools to better include children. John works individually with children and their families who are referred by other agencies including Social Care, Health and Schools.

#### **Family Play Support Worker – Lisa Wilson**

Lisa works closely with John, supporting families where they need to better understand play, their relationship and attachment and support with play with their children. They run groups including Playful Families as an alternative approach to the more formal parenting programmes.

### **Community Play Support Workers – Julie Bennett, Matt Hudson, Jade Hall & Dan Fisk**

The part time team work individually with children and their families, supporting the improved partnership with their children, their schools and facilitating increased community integration through attending community play provision. Some staff support the Family Play Team with group work and enable positive change to happen through working in partnership with the family.

### **Outreach Worker – Sam Ward**

Sam is developing the work we do with families where there is a disabled child. Predominantly based at Odd down Community Centre, Sam has developed Teenage Rampage sessions for teenagers with a disability ran every Tuesday evening.

### **Teenage Rampage Sessional staff – Nancy Appleton, Dan Fisk & Becky Day**

### **Toy Library Development Worker – Kerry Rowlands**

The Toy Library won money to set up and run a toy library in Twerton for families with school age children. Kerry Rowlands oversees the running of sessions at The Hut providing a service for those families most in need of quality toys and play equipment

### **Children & Young People's Network Co-ordinator – Sue Evans**

Previously funded by CWDC, now B&NES, this post supports those working with children and young people in the voluntary sector in B&NES. Includes regular network meetings and e- bulletins keeping the sector informed. Sue supports representatives to attend strategic level meetings insuring the voice of the sector is heard

### **BA2 Youth Club Leader – Joan Cooper**

**Community Play Rangers –Matt Hudson, Daisy Leigh-McGill & Julie Bennett**

### **Pre-school Leader – Kerry Rowlands**

**Pre-school Workers – Val Rowlands, Kristy Rowlands, Layna Rowlands. Michelle Straffen & Louise Barnes**

**Sessional Staff (Holiday Playschemes / SOFA):** Petra Burgess, Alistair Pound, Graeme Bevan, Rachel Longstreth, Rachel Lacey, Garry Llewellyn, Kerry Burt, Louise Booth, Emily Preater, Sarah Bendall, Matt Kenney, Siobhan Wilson, Emma Hendy, Eleni Dumont, Sarah Booth, Matt Hudson, Amy Jones, Gemma Street

**There are also a number of Volunteers who support the paid staff in provision of direct services. Without them, the quality of the services would be reduced and we are very grateful for their ongoing support.**

## Role and Duties of a BAPP Trustee

Charity trustees come from all walks of life, and are united by their wish to create positive change in society. Most people are eligible to serve as trustees. The work of a trustee should be rewarding and enjoyable, and an opportunity to serve the community while learning new skills

Trustees are asked to:

1. attend regularly and contribute to discussions
2. use their skills and knowledge of the local area and/or services to help deliver services appropriately
3. support staff to deliver services through various methods
4. work collectively to make decisions for the good of the organisation
5. manage finances and make decisions as appropriate
6. ensure the organisation is delivering to the best of it's ability
7. Hold a current enhanced CRB disclosure or be willing to have one done

**Please note: the Charities Act disqualifies people from being Trustees if they:**

- **Have unspent convictions for offences involving deception or dishonesty**
- **Are undischarged bankrupts**
- **Have been removed from the Trusteeship of another charity because of misconduct**
- **Have failed to make payments under court administration orders**

## Trustees and their responsibilities

Charity trustees are the people who serve on the governing body of a charity. They may be known as trustees, directors, board members, governors or committee members. The principles and main duties are the same in all cases.

Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

## Compliance – Trustees must:

Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.

Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.

Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.

Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

### **Duty of prudence – Trustees must:**

Ensure that the charity is and will remain solvent.

Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.

Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.

Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

### **Duty of care – Trustees must:**

Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.

Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

The Management Committee is the group that is held accountable for all the activities of the organisation. It takes responsibility for the organisation operating properly and effectively.

### **Giving Direction**

Ensure that the organisation has a clear sense of direction and purpose, which is shared and communicated to the staff and others. A clear way is a mission Statement.

### **Managing People**

Trustees and Director are responsible for making the best use of people staff and volunteers. Need to:

- Find the people it needs to do the work (recruitment and selection)
- Helps new people to settle in so that they understand the organisation, it values them and what is expected of them (induction)
- Allocates tasks for them to do
- Supervises and appraises what they do
- Supports and advises them where necessary

- Provides training where needed

Many of these tasks can be delegated to staff.

### **Managing Finances**

Financial responsibilities are key to your role. This includes:

- Bills and salaries are paid on time
- Money received is banked promptly
- You have procedures in place for handling cash and signing cheques
- Any surplus money is invested to obtain good return
- You have annual budgets to show what money you expect to spend and receive
- You monitor progress against these budgets where necessary, revise your plans in light of developments
- Your annual accounts are produced on time and in the correct format
- In general you don't make financial commitments that you cannot meet

Although more detailed financial recording and planning may be done by others (the treasurer or finance officer) all trustees remain responsible for the financial performance of the organisation.

### **Managing resources**

This includes ensuring that:

- The property is kept in good order
- Your equipment is well maintained, correctly used and properly insured
- There are sufficient funds for the organisation to carry out its activities- or, if not, that you have a workable fundraising plan

### **Managing Yourself**

Responsible for:

- Holding regular and effective meetings where you share information and make decisions
- Members feel committed to the organisation and working together for the good of the organisation as a whole – it is a team effort
- Having a full complement of management committee members, each understanding their role and making a positive contribution
- Ensuring that you receive enough information to make good, informed decisions

### **The legal role**

Ensure that the organisation obeys the law. For example charity law, company law (for charitable companies), employment law, health & Safety law, equal opportunities, data protection rules, regulations relating to premises, insurance and protecting the public. Keep track of legislation in areas in which your organisation works.

## **Accountability**

The people accountable to you will include:

- Staff and volunteers
- Sub-committees
- Contractors (builders, electricians, outside trainers, people drawing up a business plan)

As a committee member you are responsible to:

- Donors and funders (you are spending their money)
- Regulators and rule makers – those who check the money is being spent properly)
- Users of your service
- Members of the organisation
- The wider community that benefits from your work

## **Maintaining Independence**

No management committee member should be controlled or ruled by others. Organisations should be careful to ensure that the organisation has a good spread of income and that it does not become overly dependant on any single funder.

## **Bath Area Play Project Trustee job description**

The statutory duties of a trustee

To ensure that the organisation complies with its governing document, charity law and any other relevant legislation or regulations

To ensure that the organisation pursues its objects as defined in its governing document

To ensure the organisation uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are

To contribute actively to the trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets

To safeguard the good name and values of the organisation.

To ensure the effective and efficient administration of the organisation

To ensure the financial stability of the organisation

To protect and manage the property of the charity and to ensure the proper investment of the charity's funds

To appoint the Director and monitor his/her performance

### Other duties

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve:

- Scrutinising committee papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the trustee has special expertise / bringing relevant information

### **Trustee person specification**

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership



# Roles of Trustees

## Chair:

- Facilitating management meetings.
- Spokesperson for BAPP.
- To make emergency or essential decisions between meetings.
- To liaise with Vice Chair.

## Vice Chair:

- To assist Chair with duties.
- To chair sub-committees.
- To deputise for Chair in his/her absence.

## Treasurer:

- Directing and overseeing of finances.
- Ensuring that the management committee receives regular financial reports.
- To assist (as appropriate) in funding applications.

## Secretary:

- Taking and distributing agendas, minutes and relevant papers.
- Booking venues for management committee correspondence.
- Dealing with management committee correspondence (in liaison with Chair).
- To set agendas in liaison with Chair and Co-ordinator.

## Members:

- To attend management meetings.
- To become a member of at least one sub-committee / working group where required.
- To support all policies and decisions once agreed by the management committee

## Chair

Ensures that the MC functions properly, that everyone is able to contribute fairly at meetings, that all items on the agenda are discussed and that effective decisions are made. It also includes being:

- A figurehead for the organisation that includes representing the organisation at other meetings, speaking on it's behalf and attending public functions
- Making sure that the MC operates effectively, that it has a mix of skills to run the organisation
- Ensuring appropriate supervision of staff. The chair often directly supervises the senior member of staff
- Assisting with the management of the organisation. The chair may find him/herself involved in some of the managerial tasks of the organisation. This could involve overseeing budgets and expenditure, signing cheques, liaising with the treasurer, signing letters, participating in the recruitment of staff.

## **Secretary**

Most constitutions require that there is a secretary. In an organisation with paid staff, secretarial duties can be delegated.

Key task is minute taking – a legal record. They are checked by all committee members and once approved are signed at the next meeting by the Chair. The minutes are legally binding. Minutes should:

- Summarise key points made in discussion
- Record decisions taken
- Identify what action was agreed, who is responsible for doing the work and by when
- Keeping a check on the progress of the work agreed by mc members
- Ensuring the organisation meets its legal obligations, including reporting to the Charity Commission and meeting charity law requirements
- Checking that there is a quorum at meetings (3 for us)
- Making arrangements for the meeting
- Circulating the agenda with papers and previous minutes well in advance of the meeting
- Checking that members have followed through agreed action since the last meeting
- Keeping a list of trustees, plus addresses and telephone numbers
- Ensuring that members are informed of AGMs and other special meetings
- Maintaining records of correspondence

## **Treasurer**

Monitors the finances of the organisation on behalf of the board, to report regularly and to make sure the money and property are properly managed. Ensures that there are:

- Proper systems in place for budgeting, financial control and reporting are in place
- Procedures to reduce risk of fraud.
- All trustees to be kept properly informed about the state of the finances
- Financial reports to the MC members are comprehensible and properly discussed.
- Accounts and other financial reports are produced in the proper form and on time as required by other bodies (such as the Charity Commission).
- Competent auditors are appointed according to legal requirements.

Even with a treasurer, all trustees are responsible for the organisation's finances and for getting sufficient financial information about the organisation.