Governance Review

February 2021

Contents

1.   BACKGROUND, OBJECTIVES AND METHODOLOGY

Background

This report sets out the results of an assessment of governance issues within each of Fuse Youth Café Glasgow and The Pavillion (Greater Easterhouse). The assessment within each organisation was conducted in parallel, reflecting the shared approach that the two organisations have adopted to various management and service delivery issues in recent years.

Fuse Youth Café Glasgow ("Fuse") was incorporated as a company limited by guarantee in December 2015 (company registration number: SC294548) and commenced operating in 2009. It is an independent registered charity in Scotland (charity registration number: SC 037434). Its current Articles of Association were approved at an EGM held on 29th March 2011 and this sets out the company's objects thus:

"To provide support and assistance for young people in the East End of Glasgow and environs and, in particular (but without prejudice to that generality), to provide and develop and operate a youth facility with the object of improving the conditions of the young people at whom the service is aimed.

In furtherance of these objects the company shall develop and operate a youth facility with the object of bringing young people together to overcome factors that limit their development and enable them to achieve their potential."

Fuse operates from extensive, modern facilities in the heart of Shettleston which contain: drop-in and play space; café area; gig space; learning suite; and, community annex. It offers free drop-in youth clubs for children and young people aged between 8-25 years, six days per week, as well as a range of outreach and other developmental activity for young people, across a range of themes such as nutrition, arts, enterprise and life skills, with a strong focus on accreditation of young people's achievements. These activities are supported by a wide range of funders and through earned income. In the year to March 2020, total income was £491,496 and Fuse employed an average of 21 people (8 full-time and 13 part-time / sessional).

The Pavillion (Greater Easterhouse) ("the Pavillion") was incorporated as a company limited by guarantee in January 1999 (company registration number: 192851) and commenced operating shortly thereafter. It is an independent registered charity in Scotland (charity registration number: SC 028534). Its current Articles of Association were approved at the time of incorporation and these set out the company's objects thus:

"1. To provide, in the interests of social welfare, facilities for recreation and other leisure time occupation available to disadvantaged young people resident within Greater Easterhouse ("the Operating Area") with a view to improving their conditions of life.

2. To advance education among the residents of the Operating Area, and in particular to increase public knowledge and awareness of issues relating to healthy living, and the detrimental effect of any form of addiction, including without prejudice to the generality, drug, solvent and / or alcohol addiction.

3. To promote training in skills of all kinds, particularly such skills as will assist residents of the Operating Area in obtaining paid employment.

4. To promote, for the benefit of the residents of the Operating Area, the protection of people and property and also the encouragement of public safety (including fire and road safety, and crime and general accident prevention).

5. To promote, establish, operate and / or support other schemes of a charitable nature for the benefit of the residents of the Operating Area."

Like Fuse, the Pavillion offers a range of drop-in and associated developmental activities and it too is funded by a range of funders and earned income. It operates on a somewhat scale, albeit within premises that have been improved in recent years. In the year to March 2020, total income was £130,659 and an average of 8 staff were employed (all part-time and sessional).

For the greatest part of its history, the Pavillion has served Easterhouse and its young people with great distinction. However, by 2015 the organisation had stagnated somewhat, with levels of community involvement and participation having declined and a lack of leadership being evident after many of the initial champions of the organisation either left the area or passed away.

A new part-time Project Manager was appointed at this point, this individual also being the Chief Executive of Fuse. Following extensive discussions, the then Board members of Fuse all agreed to form a separate Board for the Pavillion, reflecting the common interests and activities of the two organisations. This approach brought new skills and knowledge to the organisation and this has seen a significant improvement in the organisation's service delivery and engagement with the community since that period.

Objectives of this Study

The overall purpose of the study was to identify any areas for improvement in the governance of each organisation. As a framework for this, the standards set out in the Good Governance Award Scotland were used. The standard is described by OSCR as "the Quality Standard for Scottish charities" which "provides proof that an organisation is actively engaging in excellent governance".

The review addressed each of the themes of the Good Governance Award, these being:

- Charitable Status

- Trustees

- Planning, Delivery and Monitoring

- Recruitment

- Managing Staff and Volunteers

- Managing Finances

- Planning, Delivery and Monitoring

- Marketing and Communications.

In each case, the status of Fuse and Pavillion in relation to the indicators associated with each theme has been considered.

Two further specific issues have been considered:

- The continued appropriateness of the parallel Board structure whereby membership of the Boards is common and where Board meetings are held on the same evenings.

- The continued appropriateness of the governing documents for each organisation.

Each of the above issues are discussed in turn in the sections that follow and the findings are brought together in a final section which sets out a summary of suggested actions.

Methodology

The methodology adopted included the following:

- Survey of Board members (10 responses)

- Survey of Fuse staff and volunteers (27 responses)

- Survey of Pavillion staff and volunteers (11 responses)

- Detailed discussions with management of Fuse and Pavillion

- Detailed review of governing documents

- Selected review of other documentation.[1]

In each section, the numerical findings from each survey are set out and the specific comments made in relation to open-ended questions are listed. We then consider the status of the organisations in relation to each of these elements (recognising that there is substantial commonality across the organisations but also some differences).

The supporting material associated with each of the above has been provided to Fuse / Pavillion management under separate cover.

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[1] It has been beyond the scope of this initial review to check in detail the content of various documentation required by the Good Governance Award indicators and at this stage we have generally focused on ensuring the existence of such documentation.

2. CHARITABLE STATUS

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Charitable Status						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have an appropriate governing document for our organisation	70%	20%	0%	0%	10%	10
We are registered with the appropriate regulating bodies for our organisation's aims and activities	90%	10%	0%	0%	0%	10
We produce an annual report with details of our accounts and activities every year and present it to our AGM	90%	0%	0%	0%	10%	10
We provide information on our charitable status to the public	60%	30%	0%	0%	10%	10
We understand what constitutes a "notifiable event" and when OSCR should be contacted	80%	0%	0%	0%	20%	10

Additional comments made by Board Members
The upcoming AGM will be the first I will have attended, so I'm unable to comment on some of the previous questions. We have worked hard at inclusiveness. Think the Fuse Pavilion are run very professionally.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Charitable Status						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have an appropriate governing document for our organisation	52%	33%	0%	0%	15%	27
We are registered with the appropriate regulating bodies for our organisation's aims and activities	67%	19%	0%	0%	15%	27
We produce an annual report with details of our accounts and activities every year and present it to our AGM	78%	7%	0%	0%	15%	27
We provide information on our charitable status to the public	69%	23%	0%	0%	8%	26
We understand what constitutes a "notifiable event" and when OSCR should be contacted	50%	15%	0%	0%	35%	26

Additional comments made by Fuse Team
There were no additional comments in relation to this theme.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Charitable Status						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have an appropriate governing document for our organisation	64%	18%	0%	0%	18%	11
We are registered with the appropriate regulating bodies for our organisation's aims and activities	73%	18%	0%	0%	9%	11
We produce an annual report with details of our accounts and activities every year and present it to our AGM	64%	18%	0%	0%	18%	11
We provide information on our charitable status to the public	73%	18%	0%	0%	9%	11
We understand what constitutes a "notifiable event" and when OSCR should be contacted	55%	0%	0%	0%	45%	11

Additional comments made by Pavillion Team
Unsure what constitutes a "notifiable event" when it comes to a youth context.
Some terms not familiar with.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have an appropriate governing document for our organisation	Appropriate documents in place; may benefit from some updating as discussed in later section.
We are registered with the appropriate regulating bodies for our organisation's aims and activities	Registered with OSCR and have fully considered whether registration with Care Commission required (not required at this stage).
We produce an annual report with details of our accounts and activities every year and present it to our AGM	Detailed annual reports produced by each organisation (both in accounts and separately) and distributed widely at AGM and through other means.
We provide information on our charitable status to the public	Achieved through various channels including annual report, website, social media, various project activity, community and stakeholder events.
We understand what constitutes a "notifiable event" and when OSCR should be contacted	This is broadly understood but the high level of "don't know" response to survey suggests that understanding should be checked on an ongoing basis.

3.   TRUSTEES

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Trustees						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
Our trustees receive an induction into our organisation	33%	44%	22%	0%	0%	9
We maintain current contact details for our Board of Trustees	80%	10%	0%	0%	10%	10
We have an up to date skills audit of our Board of Trustees	60%	20%	0%	0%	20%	10
We have a Code of Conduct and detailed information on the Roles and Responsibilities of our Board of Trustees	80%	0%	0%	0%	20%	10
We have a Conflict of Interest Policy and maintain an up to date Register of Interests	56%	22%	0%	0%	22%	9
We have a Trustee Remuneration Policy	10%	30%	10%	10%	40%	10
Our committee meetings have clear agendas and are accurately minuted	70%	20%	10%	0%	0%	10
Our staff report regularly to the Board of Trustees on our charity's activities and services, operations, and finances	90%	10%	0%	0%	0%	10
We engage in succession planning and ensure we recruit trustees with the skills and experience we require	50%	40%	10%	0%	0%	10

Additional comments made by Board Members
There is room for improvement in meetings.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Trustees						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
Our trustees receive an induction into our organisation	42%	15%	4%	0%	38%	26
We maintain current contact details for our Board of Trustees	56%	22%	0%	0%	22%	27
We have an up to date skills audit of our Board of Trustees	33%	19%	4%	0%	44%	27
We have a Code of Conduct and detailed information on the Roles and Responsibilities of our Board of Trustees	48%	11%	4%	0%	37%	27
We have a Conflict of Interest Policy and maintain an up to date Register of Interests	37%	19%	0%	0%	44%	27
We have a Trustee Remuneration Policy	27%	8%	8%	4%	54%	26
Our committee meetings have clear agendas and are accurately minuted	50%	4%	4%	0%	42%	26
Our staff report regularly to the Board of Trustees on our charity's activities and services, operations, and finances	59%	15%	0%	0%	26%	27
We engage in succession planning and ensure we recruit trustees with the skills and experience we require	44%	22%	4%	0%	30%	27

Additional comments made by Fuse Team

We have not really had a strategy around Board member recruitment.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Trustees						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
Our trustees receive an induction into our organisation	17%	33%	8%	0%	42%	12
We maintain current contact details for our Board of Trustees	58%	25%	0%	0%	17%	12
We have an up to date skills audit of our Board of Trustees	25%	17%	8%	0%	50%	12
We have a Code of Conduct and detailed information on the Roles and Responsibilities of our Board of Trustees	25%	33%	8%	0%	33%	12
We have a Conflict of Interest Policy and maintain an up to date Register of Interests	25%	17%	0%	0%	58%	12
We have a Trustee Remuneration Policy	25%	8%	8%	0%	58%	12
Our committee meetings have clear agendas and are accurately minuted	67%	17%	0%	0%	17%	12
Our staff report regularly to the Board of Trustees on our charity's activities and services, operations, and finances	67%	17%	0%	0%	17%	12
We engage in succession planning and ensure we recruit trustees with the skills and experience we require	50%	25%	0%	0%	25%	12

Additional comments made by Pavillion Team

A lot of this information has not been presented to me in order to ensure I know it for certain.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
Our trustees receive an induction into our organisation	Induction process in place.
We maintain current contact details for our Board of Trustees	Registers of Trustees in place.
We have an up to date skills audit of our Board of Trustees	This is not currently in place
We have a Code of Conduct and detailed information on the Roles and Responsibilities of our Board of Trustees	In place.
We have a Conflict of Interest Policy and maintain an up to date Register of Interests	No formal policy in place though asked as part of each meeting. Suggestion would be to incorporate this in the Board Code of Conduct.
We have a Trustee Remuneration Policy	Included in governing documents.
Our committee meetings have clear agendas and are accurately minuted	Clear agenda and minutes produced in each case.
Our staff report regularly to the Board of Trustees on our charity's activities and services, operations, and finances	Staff at various levels are actively involved in Board meetings.
We engage in succession planning and ensure we recruit trustees with the skills and experience we require	This is considered by Board and executive team but not formally incorporated into business plan or other documents.

4. PLANNING, DELIVERY AND MONITORING

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Planning, Delivering and Monitoring						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a business plan outlining our aims and activities and a plan of how to achieve these	90%	0%	0%	0%	10%	10
Our activities and services clearly further our charitable purposes as set out in our governing document	80%	20%	0%	0%	0%	10
We conduct risk assessments for activities throughout our organisation	90%	0%	0%	0%	10%	10
We monitor the way in which we conduct our activities throughout our organisation	90%	10%	0%	0%	0%	10
We collect and analyse evaluations and feedback from all our stakeholders	60%	30%	0%	0%	10%	10
When working with others we have joint working agreements in place, with responsibilities clearly outlined	60%	30%	0%	0%	10%	10
Our Board of Trustees is actively engaged in identifying our organisation's aims and planning activities to achieve these	80%	10%	0%	0%	10%	10

Additional comments made by Board Members
We have a strong leadership at operational level and most of the developments are initiated by the Management Team rather than at Board level.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Planning, Delivering and Monitoring						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a business plan outlining our aims and activities and a plan of how to achieve these	52%	37%	4%	0%	7%	27
Our activities and services clearly further our charitable purposes as set out in our governing document	78%	15%	0%	0%	7%	27
We conduct risk assessments for activities throughout our organisation	78%	22%	0%	0%	0%	27
We monitor the way in which we conduct our activities throughout our organisation	78%	22%	0%	0%	0%	27
We collect and analyse evaluations and feedback from all our stakeholders	52%	26%	0%	4%	22%	27
When working with others we have joint working agreements in place, with responsibilities clearly outlined	41%	30%	7%	0%	19%	27
Our Board of Trustees is actively engaged in identifying our organisation's aims and planning activities to achieve these	30%	15%	4%	0%	52%	27

Additional comments made by Fuse Team

It has been an issue. Complete support has always been there from the Board. Not always as engaged as they could be.

Our business plan needs to be updated however i would like to add that while we do not have an up to date written in plan, we do have regular funding meetings that help to form our funding strategy and the board are all updated as we go and additionally at monthly board meetings on developments as well as consulted on these matters. The staff receive updates via email and team meetings which are bespoke to their needs of late e.g. drop-in staff meetings to develop activities and one to one staff progress meetings have been established again (post return to opening) where each staff member is updated on the vision, mission and values of the organisation, current projects and the governing & management structure. This has just recently began and still in process as part of the recovery from Coronavirus (COVID-19) Lockdown.

All activities and aims are made very clear to all staff so that we are able to work towards our objectives and making Fuse a great place for the young people.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Planning, Delivering and Monitoring						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
We have a business plan outlining our aims and activities and a plan of how to achieve these	67%	25%	0%	0%	8%	12
Our activities and services clearly further our charitable purposes as set out in our governing document	83%	8%	0%	0%	8%	12
We conduct risk assessments for activities throughout our organisation	67%	33%	0%	0%	0%	12
We monitor the way in which we conduct our activities throughout our organisation	92%	8%	0%	0%	0%	12
We collect and analyse evaluations and feedback from all our stakeholders	58%	25%	0%	0%	17%	12
When working with others we have joint working agreements in place, with responsibilities clearly outlined	33%	42%	8%	0%	17%	12
Our Board of Trustees is actively engaged in identifying our organisation's aims and planning activities to achieve these	33%	25%	17%	0%	25%	12

Additional comments made by Pavillion Team

There were no additional comments in relation to this theme.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have a business plan outlining our aims and activities and a plan of how to achieve these	Detailed strategic plan in place for Fuse which may require modest updating. Pavillion business plan now out of date and requires updating.
Our activities and services clearly further our charitable purposes as set out in our governing document	Range of services and activities is clearly consistent with charitable purposes.
We conduct risk assessments for activities throughout our organisation	Risk assessments carried out as required, with recent examples relating to child protection and Covid.
We monitor the way in which we conduct our activities throughout our organisation	Continued monitoring supported by Upshot system and discussed in individual and team meetings as appropriate,
We collect and analyse evaluations and feedback from all our stakeholders	A range of evaluation and feedback material is regularly collected. The approach to this is being reviewed in Fuse at present as part of a Social Impact Study and a similar Social impact Study is due to commence shortly for the Pavillion.
When working with others we have joint working agreements in place, with responsibilities clearly outlined	There are a number of examples of joint working agreements though also examples of joint working which are not formalised; the appropriateness of approach needs considered in each case.
Our Board of Trustees is actively engaged in identifying our organisation's aims and planning activities to achieve these	Board is actively engaged at all times in this.

5. RECRUITMENT

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Recruitment						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
We have a Recruitment Policy	80%	10%	0%	0%	10%	10
We have an Equal Opportunities Policy	90%	0%	0%	0%	10%	10
We have a Disclosure and PVG Policy, with the correct procedures in place to ensure the safety of our staff, volunteers, and service users	90%	0%	0%	0%	10%	10
We have a Volunteer Policy	90%	0%	0%	0%	10%	10
All new vacancies are advertised appropriately and we provide candidates with job descriptions and person specifications	90%	10%	0%	0%	0%	10
We have shortlisting procedures in place and record interview information	80%	0%	0%	0%	20%	10
We collect references for all new staff and volunteers	80%	0%	0%	0%	20%	10
All our staff have contracts	70%	20%	0%	0%	10%	10
We identify skills gaps to ensure we get the right staff to meet our organisation's needs	70%	20%	0%	0%	10%	10

Additional comments made by Board Members
Relevant policies may exist but I haven't seen them.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Recruitment						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a Recruitment Policy	73%	15%	0%	0%	12%	26
We have an Equal Opportunities Policy	77%	19%	0%	0%	4%	26
We have a Disclosure and PVG Policy, with the correct procedures in place to ensure the safety of our staff, volunteers, and service users	81%	19%	0%	0%	0%	27
We have a Volunteer Policy	88%	8%	4%	0%	0%	26
All new vacancies are advertised appropriately and we provide candidates with job descriptions and person specifications	70%	22%	4%	0%	4%	27
We have shortlisting procedures in place and record interview information	67%	11%	4%	0%	19%	27
We collect references for all new staff and volunteers	56%	30%	11%	0%	4%	27
All our staff have contracts	36%	24%	16%	8%	16%	25
We identify skills gaps to ensure we get the right staff to meet our organisation's needs	56%	41%	0%	0%	4%	27

Additional comments made by Fuse Team
Not sure it's appropriate across all volunteers. We generally collect references for staff who are unknown to us e.g. sometimes we recruit internally or have from having worked with the individual in another capacity. In regards to recruiting staff, Fuse is great with the process of bringing the best possible staff.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Recruitment						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a Recruitment Policy	67%	8%	0%	0%	25%	12
We have an Equal Opportunities Policy	83%	17%	0%	0%	0%	12
We have a Disclosure and PVG Policy, with the correct procedures in place to ensure the safety of our staff, volunteers, and service users	83%	17%	0%	0%	0%	12
We have a Volunteer Policy	83%	8%	0%	0%	8%	12
All new vacancies are advertised appropriately and we provide candidates with job descriptions and person specifications	75%	17%	0%	0%	8%	12
We have shortlisting procedures in place and record interview information	83%	8%	0%	0%	8%	12
We collect references for all new staff and volunteers	58%	25%	8%	0%	8%	12
All our staff have contracts	18%	9%	36%	0%	36%	11

Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We identify skills gaps to ensure we get the right staff to meet our organisation's needs	50%	50%	0%	0%	0%	12

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have a Recruitment Policy	Included in staff handbook
We have an Equal Opportunities Policy	Included in staff handbook
We have a Disclosure and PVG Policy, with the correct procedures in place to ensure the safety of our staff, volunteers, and service users	Included in staff handbook
We have a Volunteer Policy	Included in staff handbook
All new vacancies are advertised appropriately and we provide candidates with job descriptions and person specifications	Vacancies advertised on website and social media, through GSEN and on Good Moves.
We have shortlisting procedures in place and record interview information	Shortlisting procedures undertaken where appropriate.
We collect references for all new staff and volunteers	References routinely collected for staff but not necessarily for volunteers. PVG checks completed in all cases.

Statement	Status
All our staff have contracts	Contracts in place for all staff.
We identify skills gaps to ensure we get the right staff to meet our organisation's needs	Skills requirements are reviewed on an ongoing basis, reflecting changes in funding and service delivery.

6.   MANAGING STAFF AND VOLUNTEERS

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Staff and Volunteers						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
All of our new staff and volunteers receive inductions into our organisation	60%	30%	0%	0%	10%	10
We have a Staff and Volunteer Handbook	50%	40%	0%	0%	10%	10
We have a Staff Support and Supervision Policy	50%	30%	0%	0%	20%	10
We have a Staff Appraisal Policy	50%	40%	0%	0%	10%	10
We have a Staff Training Policy	60%	30%	0%	0%	10%	10
We have a Staff Pay Grading and Pensions Policy	20%	50%	0%	0%	30%	10
Work plans are agreed for all staff members	50%	30%	0%	0%	20%	10
We have volunteer support arrangements in place	60%	40%	0%	0%	0%	10
We have regular staff meetings which are accurately recorded	60%	30%	0%	0%	10%	10
We have a Whistleblowing Policy	40%	30%	0%	0%	30%	10
We recognise the importance of staff and volunteers to our organisation	100%	0%	0%	0%	0%	10

Additional comments made by Board Members
As before, these policies may all exist but I haven't seen them. I'm satisfied that we have policies in place for oversight of staff recruitment and continued professional development.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Staff and Volunteers						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
All of our new staff and volunteers receive inductions into our organisation	68%	32%	0%	0%	0%	25
We have a Staff and Volunteer Handbook	81%	15%	4%	0%	0%	27
We have a Staff Support and Supervision Policy	67%	26%	4%	4%	0%	27
We have a Staff Appraisal Policy	33%	26%	4%	4%	33%	27
We have a Staff Training Policy	56%	32%	4%	4%	4%	25
We have a Staff Pay Grading and Pensions Policy	37%	26%	0%	4%	33%	27
Work plans are agreed for all staff members	56%	30%	0%	0%	15%	27
We have volunteer support arrangements in place	78%	22%	0%	0%	0%	27
We have regular staff meetings which are accurately recorded	67%	26%	4%	0%	4%	26
We have a Whistleblowing Policy	46%	4%	8%	0%	42%	27
We recognise the importance of staff and volunteers to our organisation	78%	19%	4%	0%	0%	27

Additional comments made by Fuse Team
We offer a staff pension to all staff.
Both staff and volunteers are able to receive the help and support they require so that they are able to provide the best services they can for the young people.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Staff and Volunteers						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
All of our new staff and volunteers receive inductions into our organisation	50%	50%	0%	0%	0%	12
We have a Staff and Volunteer Handbook	67%	17%	0%	0%	17%	12
We have a Staff Support and Supervision Policy	73%	27%	0%	0%	0%	11
We have a Staff Appraisal Policy	25%	42%	17%	8%	8%	12
We have a Staff Training Policy	42%	50%	0%	8%	0%	12
We have a Staff Pay Grading and Pensions Policy	25%	50%	8%	8%	8%	12
Work plans are agreed for all staff members	58%	33%	0%	0%	8%	12
We have volunteer support arrangements in place	67%	33%	0%	0%	0%	12
We have regular staff meetings which are accurately recorded	83%	17%	0%	0%	0%	12
We have a Whistleblowing Policy	25%	17%	0%	0%	58%	12
We recognise the importance of staff and volunteers to our organisation	67%	33%	0%	0%	0%	12

Additional comments made by Pavillion Team
There were no additional comments in relation to this theme.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
All of our new staff and volunteers receive inductions into our organisation	Inductions carried out routinely.
We have a Staff and Volunteer Handbook	In place.
We have a Staff Support and Supervision Policy	In place.
We have a Staff Appraisal Policy	Historic policy in place but would benefit from being updated to ensure it reflects best practice.
We have a Staff Training Policy	Separate formal policy not in place but reflected in business plan, funding applications and other documents.
We have a Staff Pay Grading and Pensions Policy	Pensions policy reflects government guidance. Pay and grading has often been a function of funding availability, which has allowed some anomalies to develop over time, which would benefit from being addressed.
Work plans are agreed for all staff members	In place and clearly communicated.
We have volunteer support arrangements in place	Substantial, structured support in place, including accreditation of volunteering activity where possible and appropriate.
We have regular staff meetings which are accurately recorded	Frequent staff meetings held and outcomes circulated.
We have a Whistleblowing Policy	Not currently in place.
We recognise the importance of staff and volunteers to our organisation	Recognition of volunteers apparent in survey and evident through individual support, involvement as part of team and frequent celebratory events.

7. MANAGING FINANCES

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Finances						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a Finance Policy and written procedures for handling and recording all our financial transactions	70%	10%	0%	0%	20%	10
Our accounts are independently examined/audited every year and reported to OSCR	80%	20%	0%	0%	0%	10
We agree an annual budget in advance of each financial year	60%	30%	10%	0%	0%	10
We have a petty cash system in place 5	50%	20%	0%	0%	30%	10
Our Board of Trustees receives regular finance reports	90%	0%	10%	0%	10%	10
We have a fundraising strategy in place. All our fundraising complies with the Code of Fundraising Practice	50%	30%	0%	0%	20%	10
We have the knowledge and skills to apply for funding and tender for contracts	80%	20%	0%	0%	0%	10
We build on our experiences and learn from failed applications	90%	10%	0%	0%	0%	10

Additional comments made by Board Members
The CEO and Senior Managers are very good at driving this forward.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Finances						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
We have a Finance Policy and written procedures for handling and recording all our financial transactions	37%	26%	4%	0%	33%	27
Our accounts are independently examined/audited every year and reported to OSCR	48%	4%	0%	0%	48%	27
We agree an annual budget in advance of each financial year	19%	19%	0%	4%	59%	27
We have a petty cash system in place 5	59%	22%	0%	0%	19%	27
Our Board of Trustees receives regular finance reports	41%	15%	0%	0%	44%	27
We have a fundraising strategy in place. All our fundraising complies with the Code of Fundraising Practice	30%	22%	4%	0%	44%	27
We have the knowledge and skills to apply for funding and tender for contracts	63%	19%	0%	0%	19%	27
We build on our experiences and learn from failed applications	70%	19%	0%	0%	11%	27

Additional comments made by Fuse Team
There were no additional comments in relation to this theme.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Finances						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a Finance Policy and written procedures for handling and recording all our financial transactions	33%	17%	8%	0%	42%	12
Our accounts are independently examined/audited every year and reported to OSCR	58%	25%	0%	0%	17%	12
We agree an annual budget in advance of each financial year	17%	17%	17%	0%	50%	12
We have a petty cash system in place 5	83%	8%	0%	0%	8%	12
Our Board of Trustees receives regular finance reports	36%	36%	0%	0%	27%	11
We have a fundraising strategy in place. All our fundraising complies with the Code of Fundraising Practice	50%	33%	0%	0%	17%	12
We have the knowledge and skills to apply for funding and tender for contracts	58%	33%	0%	0%	8%	12
We build on our experiences and learn from failed applications	67%	25%	0%	0%	8%	12

Additional comments made by Pavillion Team
There were no additional comments in relation to this theme.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have a Finance Policy and written procedures for handling and recording all our financial transactions	In place.
Our accounts are independently examined/audited every year and reported to OSCR	Accounts prepared and up-to-date.
We agree an annual budget in advance of each financial year	Broad budget prepared annually and monitored regularly though requires continuous updating due to changes in funding.
We have a petty cash system in place 5	In place, now including prepaid cards.
Our Board of Trustees receives regular finance reports	Finance reports regularly provided to Board of each organisation.
We have a fundraising strategy in place. All our fundraising complies with the Code of Fundraising Practice	In place and continually reviewed.
We have the knowledge and skills to apply for funding and tender for contracts	Substantial in-house experience and expertise complemented by ongoing external support.
We build on our experiences and learn from failed applications	Feedback sought and failed applications reviewed as a matter of course.

8.   MANAGING RESOURCES

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Resources						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a maintenance plan for our premises with a named person responsible for this plan	50%	40%	0%	0%	10%	10
We have the correct insurances in place for our organisation's activities	70%	20%	0%	0%	10%	10
We have a Health and Safety Policy	90%	0%	0%	0%	10%	10
We complete regular Fire Safety Audits	60%	30%	0%	0%	10%	10
We take steps to reduce our environmental impact and have an Environmental Policy	30%	30%	0%	0%	40%	10
We have our equipment regularly PAT tested	50%	30%	0%	0%	20%	10
We maintain an up to date asset register	50%	20%	0%	0%	30%	10
We have premises that meet our operational requirements now and in the foreseeable future	70%	30%	0%	0%	0%	10
We have plans in place to manage our resources to meet our organisation's ongoing needs	80%	20%	0%	0%	0%	10

Additional comments made by Board Members
A lot of these questions make me realise that I do not specifically or as a matter of course be proactive in asking these questions.

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Resources						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
We have a maintenance plan for our premises with a named person responsible for this plan	63%	22%	0%	0%	15%	27
We have the correct insurances in place for our organisation's activities	56%	26%	0%	0%	19%	27
We have a Health and Safety Policy	89%	11%	0%	0%	0%	27
We complete regular Fire Safety Audits	41%	37%	0%	0%	22%	27
We take steps to reduce our environmental impact and have an Environmental Policy	26%	22%	11%	0%	41%	27
We have our equipment regularly PAT tested	67%	15%	0%	0%	19%	27
We maintain an up to date asset register	30%	22%	11%	0%	37%	27
We have premises that meet our operational requirements now and in the foreseeable future	74%	15%	0%	0%	11%	27
We have plans in place to manage our resources to meet our organisation's ongoing needs	52%	30%	0%	0%	19%	27

Additional comments made by Fuse Team
We have a facilities worker who keeps up to date records of the building and we now have a similar worker in place at Pavillion who has begun to share knowledge back and forth on matters of building maintenance and health and safety.   In terms of an asset register, i suppose we have up to date accounting information for depreciation purposes that may inform an asset register but i suspect it would be best the other way around. The management of resources is really good within Fuse and is clearly a very important part to all Fuse staff.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Managing Resources						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a maintenance plan for our premises with a named person responsible for this plan	36%	27%	0%	0%	36%	11
We have the correct insurances in place for our organisation's activities	58%	25%	0%	0%	17%	12
We have a Health and Safety Policy	83%	8%	0%	0%	8%	12
We complete regular Fire Safety Audits	50%	17%	0%	0%	33%	12
We take steps to reduce our environmental impact and have an Environmental Policy	17%	17%	8%	0%	58%	12
We have our equipment regularly PAT tested	58%	8%	0%	0%	33%	12
We maintain an up to date asset register	33%	17%	8%	0%	42%	12
We have premises that meet our operational requirements now and in the foreseeable future	58%	42%	0%	0%	0%	12

Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have plans in place to manage our resources to meet our organisation's ongoing needs	50%	42%	0%	0%	8%	12

Additional comments made by Pavillion Team

I would say our environmental impact could be reduced through a better recycling system in the building such as clearly labelled bins.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have a maintenance plan for our premises with a named person responsible for this plan	Maintenance Plan implicit in various internal communications but not brought together into overall costed plan.
We have the correct insurances in place for our organisation's activities	Appropriate insurances all in place.
We have a Health and Safety Policy	In place.
We complete regular Fire Safety Audits	Undertaken regularly and documented.
We take steps to reduce our environmental impact and have an Environmental Policy	Environmental audits have been undertaken previously and individual policies and communications encourage environmentally friendly behaviour. This is not yet brought together in an overall strategy.
We have our equipment regularly PAT tested	Undertaken and documented according to an agreed annual plan.
We maintain an up to date asset register	Information contained in various sources but not brought together in formal Asset Register.
We have premises that meet our operational requirements now and in the foreseeable future	Both organisations have high quality premises in place, which have been suitably upgraded in recent years.

Statement	Status
We have plans in place to manage our resources to meet our organisation's ongoing needs	Incorporated in business plans and annual budgets.

9. MARKETING AND COMMUNICATIONS

The results of the various surveys in relation to this theme are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Marketing and Communications						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have policies covering Communications and Social, Electronic and Print Media, with named person(s) authorised to speak on the organisation's behalf	70%	10%	0%	0%	20%	10
We have an I.T. Policy	70%	10%	0%	0%	20%	10
We have a GDPR and Confidentiality Policy, and our data collection and processing adheres to the GDPR requirements	80%	0%	0%	0%	20%	10
We have a Marketing Strategy	44%	33%	0%	0%	22%	9
We have a transparent Complaints Policy, with clear complaints handling procedures	70%	0%	0%	0%	30%	10
We maintain an online presence with a website and/or social media profile	70%	20%	10%	0%	0%	10
We participate in networks and forums relevant to our aims, and keep up to date with developments in our area	80%	20%	0%	0%	0%	10

Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have a clear signposting/referral procedure for our own and other organisation's activities	60%	40%	0%	0%	0%	10

Additional comments made by Board Members
I think the online presence and focus found still be developed to maximise exposure of both organisations

Fuse Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Marketing and Communications						
Statement	**Agree Fully**	**Tend to Agree**	**Tend to Disagree**	**Disagree Fully**	**Don't Know**	**Base**
We have policies covering Communications and Social, Electronic and Print Media, with named person(s) authorised to speak on the organisation's behalf	37%	26%	7%	0%	30%	27
We have an I.T. Policy	58%	27%	0%	0%	15%	26
We have a GDPR and Confidentiality Policy, and our data collection and processing adheres to the GDPR requirements	78%	19%	4%	0%	0%	27
We have a Marketing Strategy	27%	35%	4%	0%	35%	26
We have a transparent Complaints Policy, with clear complaints handling procedures	33%	30%	4%	4%	30%	27
We maintain an online presence with a website and/or social media profile	89%	11%	0%	0%	0%	26

Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We participate in networks and forums relevant to our aims, and keep up to date with developments in our area	69%	15%	0%	0%	15%	26
We have a clear signposting/referral procedure for our own and other organisation's activities	59%	26%	4%	0%	11%	27

Additional comments made by Fuse Team
I tend to be responsible for a lot of the written media that goes out e.g. newsletters/articles. Social media is a mix of other staff but is something that has been raised as being extremely important at this time and needs attention to identify our key messages, setting our tone, responsibilities and standards. A member of staff has been asked to develop a social media strategy which should also feature as part of our marketing strategy which i also feel is as important.   One member of staff is currently embarking on social media training and i will be participating in training with Just Enterprise for "Writing for the Web". The marketing and advertisement is good for Fuse, especially on social media which is updated regularly with necessary information on the club.

Pavillion Team Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Marketing and Communications						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
We have policies covering Communications and Social, Electronic and Print Media, with named person(s) authorised to speak on the organisation's behalf	25%	50%	0%	0%	25%	12
We have an I.T. Policy	67%	8%	0%	0%	25%	12
We have a GDPR and Confidentiality Policy, and our data collection and processing adheres to the GDPR requirements	83%	8%	0%	0%	8%	12
We have a Marketing Strategy	42%	25%	0%	8%	25%	12
We have a transparent Complaints Policy, with clear complaints handling procedures	17%	33%	17%	8%	25%	12
We maintain an online presence with a website and/or social media profile	75%	17%	8%	0%	0%	12
We participate in networks and forums relevant to our aims, and keep up to date with developments in our area	58%	17%	8%	0%	17%	12
We have a clear signposting/referral procedure for our own and other organisation's activities	33%	33%	8%	8%	17%	12

Additional comments made by Pavillion Team
There were no additional comments in relation to this theme.

We have commented below on the status of each of these indicators within each of Fuse and Pavillion based on our discussions with management and the associated documentation review:

Statement	Status
We have policies covering Communications and Social, Electronic and Print Media, with named person(s) authorised to speak on the organisation's behalf	Overall policies in place but would benefit from refreshment given changes in technology and communications methods, as well as internal responsibilities.
We have an I.T. Policy	Content included in various communications but formal policy to be adopted,
We have a GDPR and Confidentiality Policy, and our data collection and processing adheres to the GDPR requirements	In place.
We have a Marketing Strategy	Included as part of overall business plans but would benefit from updating within both organisations.
We have a transparent Complaints Policy, with clear complaints handling procedures	In place.
We maintain an online presence with a website and/or social media profile	Substantial and developing online presence apparent for both organisations.
We participate in networks and forums relevant to our aims, and keep up to date with developments in our area	Both organisations are very active in a range of relevant networks and forums.
We have a clear signposting/referral procedure for our own and other organisation's activities	Clear, documented process in place.

10.   PARALLEL BOARD STRUCTURE FOR FUSE AND PAVILLION

Only the Board was consulted on this specific issue. The results of this survey are noted below:

Board Survey

Please indicate the extent to which you agree or disagree with the following statements in relation to Board Structure						
Statement	Agree Fully	Tend to Agree	Tend to Disagree	Disagree Fully	Don't Know	Base
The parallel Board structure is convenient for me as a Board Member	70%	30%	0%	0%	0%	10
We are able to separately consider issues affecting Fuse and / or Pavillion	60%	40%	0%	0%	0%	10
I am confident the parallel Board structure does not give rise to any conflicts of interest	80%	10%	0%	0%	10%	10
It is important for us to keep Fuse and Pavillion as two separate entities	50%	20%	10%	10%	10%	10
We should consider a different Board structure for Fuse and Pavillion	0%	0%	30%	50%	20%	10

Additional comments made by Board Members
It is convenient for me as a board member to have a parallel structure, but is it in the best interest of the individual projects? I'm not sure. I believe a single board to look at both organisations as one entity would be beneficial. Perhaps a rebrand to unite both but accept there may be financial obligations associated with this and accept there may be historical ties to the names.

As noted in the survey, most Board members indicate that:

- The current parallel Board structure is convenient to them.

- That they are able to separately consider issues as Fuse and Pavillion.

- That they are confident that the parallel Board structure does not give rise to conflicts of interest.

Whilst most board members believe it is important to keep Fuse and Pavillion as two separate entities this is not a universal position, with some Board members suggesting that a different Board structure (including a potential "merger") may be worthy of consideration.

In principle, there could be three broad options available for future governance arrangements:

- Retain the existing approach.

- Move away from the "parallel" Board structure in order to have separate Boards with different membership (albeit potentially with some crossover) and meeting at different times.

- Merge the two organisations into one.

Consideration of these options needs to be in the context of the role of the Boards, and of individual trustees, to provide "foresight, oversight and insight" and thus to most effectively deliver their leadership and scrutiny functions. At the same time, any operational implications of such changes need to be considered.

The survey and our associated discussions with members of the Board and executive management confirmed that the current parallel structure is considered to work appropriately, both in terms of convenience for Board members (making it easier to attract and retain good quality input) but also in terms of ensuring that the Board is able to consider issues of strategy and scrutiny separately for each organisation, recognising their different circumstances.

There is limited appetite for either moving away from the parallel Board structure or, indeed, of integrating the two organisations into one and nor is there any immediately obvious benefit in terms of governance of moving from the current position.

Whilst the organisations have much in common (and benefit from joint working both in terms of governance and in operational terms) they remain quite distinct entities in relation to issues such as the services they deliver, the scale and manner of that delivery, the needs of their community and the stakeholder landscape within those communities. So long as governance arrangements (including agenda, handling of meetings and minuting of meetings) allows for separate consideration of issues for each organisation there is no immediately obvious benefit of moving away from the parallel Board structure and doing so would lead to a risk of one or other (or both) organisations losing the valuable inputs of some Board members.

It also seems questionable as to whether any significant benefits would arise out of a merger of the two organisations, which cannot be achieved through the present joint working (and, again, this would present a risk in terms of diversion of Board and staff time).

Whilst this issue should be kept under ongoing review, we do not suggest any significant changes to the current Board structure be adopted at the present time.

It is, of course, important, that meeting agenda and minutes (as well as the discussions themselves) continue to be structured in such a way as to demonstrably reflect the different issues and contexts for each organisation and to allow Board members to separately discharge their "foresight, oversight and insight" roles for each organisation.

11. ADDITIONAL COMMENTS

The following additional comments were made by respondents from each survey:

Board
I have no doubt that both projects are well run organisations with skilled and passionate leadership and effective team members. We could perhaps 'tighten up' on how we demonstrate this. Many of the points I fully agree with; the points I am unaware of are based and set at daily operational issues. The Board of Directors includes a wide range of relevantly experienced members who are actively involved at Board level Both projects are run very good and are a vital to the local communities they serve.

Fuse Team
There were no additional comments from the Fuse Team survey.

Pavillion Team
I would like to see more transparency and communication with regards to funding and posts. Being able to know exact amounts of funds would help us to carry out our roles and projects more effectively. Better communication within the team would also be beneficial going forward. I'm still relatively new and have jumped right into my role so I'm hoping to learn about particular policies in the future.

12. REVIEW OF GOVERNING DOCUMENTS

We reviewed the Articles of Association for Fuse Youth Café and the Memorandum and Articles of Association for the Pavillion.

Both documents are now somewhat dated and have been produced to slightly different templates although with broadly common content.

In general terms, each can reasonably be considered to be fit for purpose as governing documents. We would suggest, however, that in advance of each organisation's next AGM that a more detailed internal review be undertaken in order to make any modest updates that may be appropriate. Specific issues that we would suggest be considered include:

- Definition of operating areas (these are framed in a way that is no longer wholly accurate given changes in electoral ward structures and in the areas covered by each organisation).

- Revision of quorums for Board meetings (these vary between the two and a more consistent approach would seem sensible given the parallel Board structure).

It is important that all parties understand the distinction between members of Fuse / the Pavillion in terms of usage of the club and membership of the company itself (the latter requiring certain actions on the part of members and the Board). For governance purposes, it should be made clear that membership of the company is required for individuals to vote at AGMs / EGMs and registers of these members should be held.

13.   SUMMARY OF SUGGESTED ACTIONS

In general, we suggest that a specific shared space be set up on each organisation's system, where relevant governance documentation can be accessed easily in one place.

Specific documents related to the Good Governance Award should be reviewed on an ongoing basis. The regular team meetings held by each organisation provide an opportunity to engage staff and volunteers in considering whether such documents remain appropriate or would benefit from updating.

Ensure that all relevant staff within each organisation are made available of what constitutes a "notifiable event" and how this should be addressed.

Update Skills Audit of Board as part of suggested Board refresher training,

Ensure Conflict of Interest Policy is reflected and communicated in Board Code of Conduct.

Refresh business plans for each organisation, incorporating marketing strategy within these; the current Social Impact Studies being undertaken should provide a basis for the development of these refreshed business plans.

Each organisation should consider whether there are existing joint working arrangements with external partners that require formal written definition and should put such arrangements in place, as appropriate.

Each organisation should develop a staff pay and grading policy, with appraisal policy incorporated as part of this, which should be designed to ensure that the best possible talent can be attracted whilst ensuring fairness to existing and future staff.

Establish Whistleblower Policy for each organisation.

Establish Environmental Policy for each organisation.

Put in place an Asset Register for each organisation.

Specifically, review the Communications Policy for continued relevance and adopt policies which reflect the specific communications approaches of each organisation.

Adopt a formal IT policy for each organisation.

Ensure that an accurate and up-to-date register of the members of each company is available and that the distinction between this and club membership is clearly articulated.

Seek approval to update governing documents at next opportunity addressing operating areas, Board quorums and any other issues identified by more detailed review.

Our initial judgement is that, with the implementation of some modest improvements, both Fuse and the Pavillion would be good candidates for the Good Governance Award. The costs of this are modest (£500 per 3-year period) and this would be a valuable indicator to both internal and external stakeholders of the organisations' commitment to, and delivery of, good governance.