

YMCA DOWNSLINK GROUP

Recruitment of **TRUSTEES AND COMMITTEE MEMBERS**



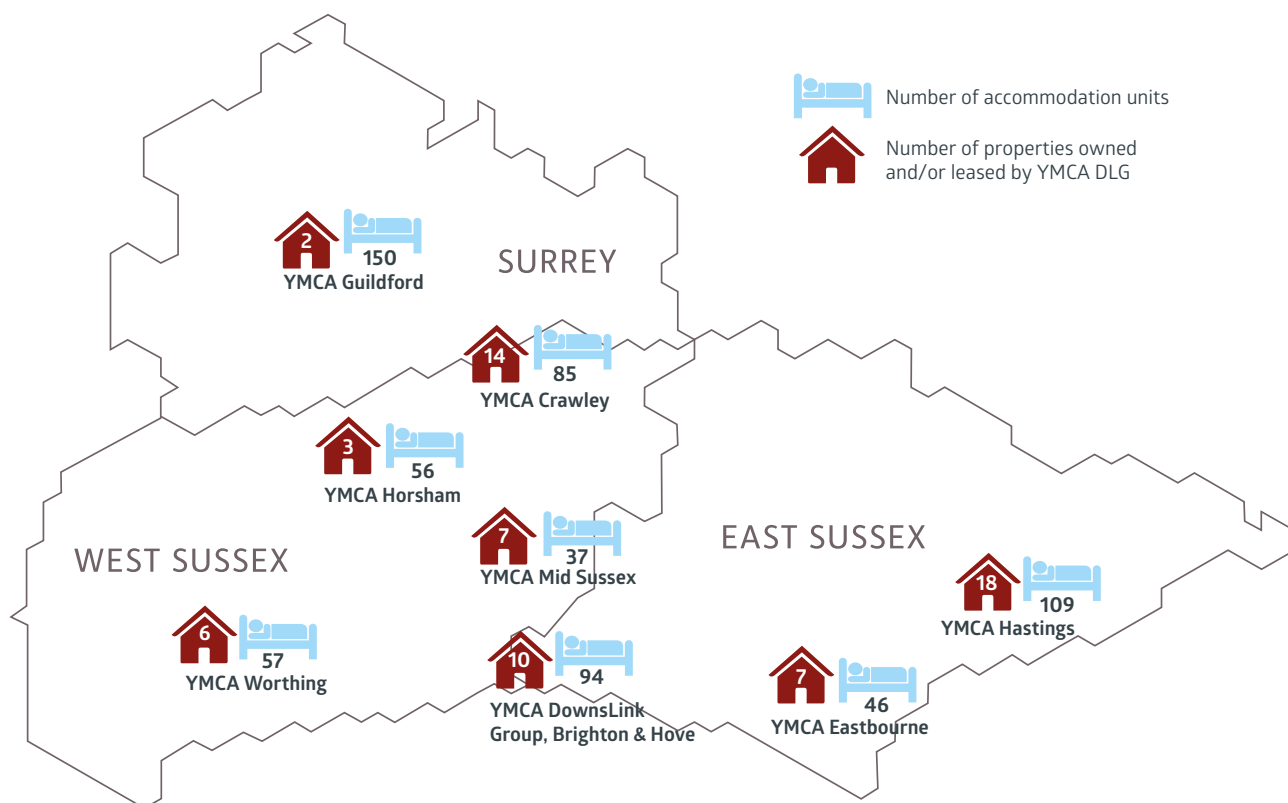


Welcome to Applicants

Thank you for your interest in these roles and I hope you find this pack and our website, www.ymcadlg.org, answer your questions.

You probably will have heard of the YMCA, the largest and oldest youth charity in the world but you may not have heard about us. YMCA DownsLink Group is a grouping of local YMCAs across Sussex and Surrey, who over the past seven years have taken the decision to work more formally together to increase the capacity and impact of YMCA work in the region. Our last merger was in June 2018 when we welcomed Eastbourne & Wealden YMCA into the organisation. We took our name from a well-known bridle path that connects the South and North Downs called the Downs Link Way, following the merger of Sussex Central YMCA and Guildford YMCA in 2014. From Guildford to the south coast many of our facilities are located near the Downs Link Way. So, while we have a long heritage, we are a young and ambitious organisation. This creates opportunities that I hope you will relish.

Our localities



Our projects



YMCA SAFE SPACE

Support and first aid for people intoxicated, distressed or injured during a night out



YMCA WiSE PROJECT

Supporting children and young people to stay safe in their relationships



YMCA ENGAGE

Providing meaningful activity for older adults whilst training young people in a care specific coaching environment



YMCA RIGHT HERE

Young people promoting health and wellbeing through education, campaigning and influencing



YMCA YAC

Advice and support for young people aged 13-25



YMCA CHAPLAINCY

Providing a non-judgemental space to discuss, explore, listen and support



YMCA EDUCATION & TRAINING

Enabling young people to achieve their full potential



YMCA POSITIVE PLACEMENTS

Supporting young people in their journey towards education, employment or training



YMCA CAFÉ

A great place to eat, relax and meet up with friends



YMCA DIALOGUE

Counselling and therapeutic support for children, young people and families



YMCA SOCIAL ENTERPRISE SERVICES

Grounds maintenance, landscape gardening, painting & decorating and handyman

At YMCA DownsLink Group our work is targeted towards young lives on the fringes of our society with the aim of helping them to *belong, contribute & thrive*. We work within an environment where we encourage everyone to welcome all; to support and to inspire each other. Our services are focused on five key themes:

1. *Helping young people belong*
2. *Supporting wellbeing in young lives*
3. *Keeping children & young people safe*
4. *Helping young people achieve*
5. *Empowering young people to influence*

YMCA DownsLink Group has around 400 staff and 150 volunteers and our current turnover is £12million. On an annual basis, we accommodate over 700 young people, provide community-based support, learning and advice services to over 5,000 young people and our specialist therapeutic services work with over 7,000 children, young people and families. Last year our services reached over 13,000 young lives across Sussex & Surrey. To find out more through Snapshot 2018 please [click here](#).

As part of our succession planning, YMCA DownsLink Group is seeking new trustees and committee members to join with us in bringing wise governance and strategic guidance to our work aimed at maximising our reach and impact on young lives.

We are passionate about the causes we support, we are an ambitious team and we operate within a professional, open and engaging culture. We have an annual staff and volunteer satisfaction rating of 83% (compared to the sector average of 60%). Our passion and ambition for the work means we are not afraid of taking informed risks and new challenges. We are looking for people who fit our brief and share our energy and enthusiasm.

I hope this inspires you to read on. We look forward to hearing from you.

John Slater

Chair, YMCA DownsLink Group

The YMCA Movement

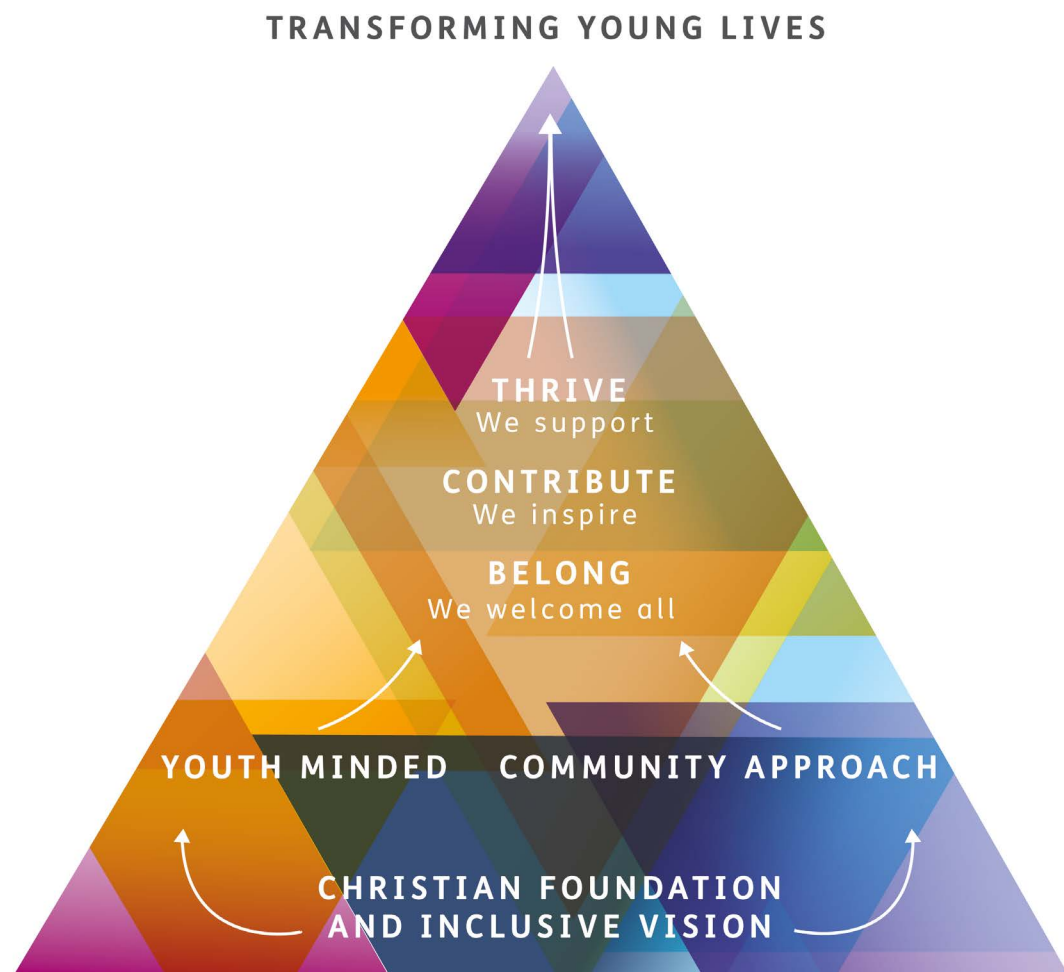
The YMCA is the largest and oldest youth charity in the world. It is a global, faith-based movement responding to the needs of young people around the world. From its humble beginnings in the City of London in 1844, the YMCA has grown to become a worldwide organisation reaching around 45 million members in 119 countries. As the founding 'country', YMCA England & Wales plays an important role in the worldwide movement and as a local YMCA we are also committed to be an active member of the YMCA movement.

YMCA England & Wales

The YMCA Movement in England and Wales is a federation of over 112 YMCAs that work across 740 recognised communities in England & Wales. Each YMCA is an independent, self-governing charity that affiliates to the YMCA Federation. YMCA England & Wales supports and facilitates the work of the Federation providing the YMCA with a national voice in supporting the YMCA vision of *transforming communities, so all young people can belong, contribute & thrive*. It also supports YMCAs by promoting high standards of working, sharing best practice, fundraising on their behalf, partnering with them to pilot new projects, and providing training opportunities for their staff and volunteers.

Our Vision

Our vision is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive.





YMCA DownsLink Group - 2020 Vision

YMCA DownsLink Group has an ambitious vision for the future which we launched in 2016 as our 2020 Vision with its aim to help transform us into a *youth minded community approach organisation*.



We want to be an organisation that is strongly rooted in the local communities in which we work reflecting the 'DNA' of the YMCA that we are a ground up rather than top down movement where YMCAs come out of and are supported through local communities. Our aim is to grow the number of local YMCAs that YMCA DownsLink Group can support across Sussex and Surrey.

Alongside the local approach we also want to be an innovating organisation developing specialist services that support our vision of young people belonging, contributing and thriving. So, we have continued to invest in 'signature' YMCA programs such as YMCA Dialogue, our counselling and wellbeing services, YMCA WiSE, our specialist exploitation service and many more. *To find out more about our 2020 Vision please [click here](#).*

Introduction to the Trustee and Committee Member roles

The YMCA DownsLink Board of Trustees is a professional, enthusiastic and effective governing body. In 2016 we went through a Governance review and subsequent recruitment process to strengthen the organisation's Board and Committee structures. Three years on and we have completed a further governance review identifying key areas of the Board and its Governance Committees that we need to strengthen to support the future development of our YMCA.

If you are applying for a Trustee role you are required to demonstrate an active Christian faith as part of the selection process. If you are applying for a committee member role you need to demonstrate a commitment to the aims and ethos of the YMCA, but you are not required to have an active Christian faith.

We value diversity in our organisation reflecting the people that we work with. We recognise the continuing challenge to maintain diversity at the Board, for example in terms of gender, age, ethnicity and perspective. Our goal is for the Board to become more closely representative of our service user community in all of these aspects.



Trustee roles

We are looking to recruit a minimum of **three** trustee roles to support Board succession and bring additional skill sets to the Board. Our current Chair retires in Autumn 2020 and through this recruitment process we will be looking for applicants who might have a longer-term interest in taking on the Chair role from 2020.

Trustee skills & experience requirements

Whilst we want to encourage applications from anyone who has a heart for the work we are doing and believes they can make a valuable contribution at Board level, we are specifically looking for people who have a leadership background in the following domains:

Health – our YMCA supports over 6,000 children, young people and families through our YMCA Dialogue community counselling services, many of whom have complex mental health presentations. Some of our core services are commissioned directly by Clinical Commissioning Groups and delivered in partnership with NHS Trusts. We have recognised that our formal clinical responsibilities are increasing, and we need to strengthen the skill base of our Board in this area. As part of our governance plan, we also intend to set up a specialist governance Committee to work more closely with our Executive, providing scrutiny of this part of the organisation's work and to support and advise the Board in this area.

We are therefore looking for one or more of the following key skill sets:

- ▶ an understanding of the commissioning environment YMCA DownsLink is operating within and the relevant clinical governance and regulatory requirements e.g. senior leadership experience within a Clinical Commissioning Group or NHS Trust
- ▶ experience of delivering or managing mental health services (ideally with children and young people) in a relevant context e.g. a background in a clinical psychology or general practice with specialist experience and interest in mental health provision

Safeguarding - our work with over 13,000 of the most vulnerable children and young people in our communities means we generate over 350 internal safeguarding alerts each year. We have a dedicated safeguarding officer working on a day to day basis with our services, but we also need to ensure we have the right expertise on our Board to support governance accountability in this area.

We are looking for someone with safeguarding leadership expertise, strong experience around child protection and ideally an insight into the adult safeguarding context. Relevant professional backgrounds include senior management or leadership roles within social services, health, education or charitable contexts where the safeguarding of children and/or vulnerable adults is of central importance.

Finance - we have a trustee who is due to retire this year who is one of those providing financial expertise on our Board. We are looking to replace these skills. YMCA DownsLink has an ambitious strategy and is investing in order to develop new work and secure future growth. We need an additional Board member to bring their strategic financial leadership experience in order to ensure effective oversight and risk management at a governance level.

We are looking for one or more of the following key skill sets:

- ▶ financial strategy, business planning, forecasting and risk management experience in a fast paced, complex environment requiring agility
- ▶ identification and management of corporate and transaction risk across relevant domains e.g. financial and reputational
- ▶ investment management
- ▶ mergers and acquisitions
- ▶ a finance qualification e.g. accountancy

Regulated Housing - under our regulated investment partner status we have doubled our housing stock in the last five years taking us to 720 units of accommodation. We have a development pipeline with nearly 200 development units, which may lead to even higher levels of regulatory scrutiny in the future. With this in mind, we are looking for an additional Trustee who will bring professional regulated housing experience and a strong understanding of the regulatory aspects of social housing.

We are looking for someone with senior leadership experience in a relevant context e.g. with a registered supported housing provider or in the housing development sector.

Fundraising - YMCA DLG has recently developed a new fundraising strategy with the aim of reducing its reliance on public funding and increasing fundraising income to £1million a year. Alongside that, we are investing in a Fundraising and Commercial Development directorate in order to bring about a step change in how we generate and develop our income streams moving forward.

We are looking for a champion in this area with a knowledge of the relevant charity and regulatory environment and one or more of the following key skill sets:

- ▶ traditional and innovative fundraising techniques, using a range of approaches and channels
- ▶ commercial diversification and social enterprise
- ▶ marketing and communications
- ▶ fundraising/CRM databases

Governance & Executive leadership - Our Chair is due to retire in 2020 so we want to ensure we have a well-planned succession approach to finding a suitable replacement. We will want a Chair who shares our ambition and drive and brings the highest quality of leadership skills to our Board and Governance.

The Chair designate will be:

- ▶ motivated by their Christian faith to transform young lives
- ▶ authentic, with high levels of integrity
- ▶ ambitious for YMCA DownsLink's effectiveness and growth
- ▶ a highly relational and emotionally intelligent person, building trust and operating in transparent demonstration of our values
- ▶ a team builder with excellent communication skills, engaging and valuing of others
- ▶ a strong strategic thinker and organised planner
- ▶ able to bring credibility and gravitas into this significant leadership role



Charity Trustee Role Description

In addition to the specifications outlined above which pertain to the particular skills we are seeking to attract at this time, all Trustees are expected to perform a number of duties as part of their service to YMCA DownsLink. The role description below outlines the current main purposes and duties. Trustees, however, will need to be ready to adapt to changing circumstances as they arise.

Role Title	Charity Trustee (Board Director)
Responsible to	The Board of Trustees
Purpose of the post	<p>To share jointly with the Board in taking responsibility for the future of the charity, keeping its work within the stated charitable objectives.</p> <p>To contribute to the formation and regular review of the top-level strategy of the charity.</p> <p>To ensure that all the work of the charity is compatible and consistent with YMCA aims, purposes and values.</p> <p>To ensure that the charity functions within the regulatory, legal and financial requirements of a charity striving to achieve best practice.</p> <p>To lead by example in demonstrating the ethos and values of the organisation in the work of its governance structures.</p>
Main Duties	<p>Familiarising themselves with all Board papers prior to each meeting.</p> <p>Attending Board meetings (and committee meetings, as appropriate) and actively participating in the work of the Board.</p> <p>Defining and ensuring compliance with the vision, values and objectives of the charity.</p> <p>Ensuring compliance with the National Housing Federation's latest Code of Governance.</p> <p>Establishing strategy, policies and plans to achieve those objectives across the range of functions undertaken by the charity.</p> <p>Approving each year's Budget and final accounts prior to publication.</p> <p>Establishing and overseeing a framework of delegation and systems of control.</p> <p>Monitoring the charity's performance.</p>
Additional Duties	<p>To support, as appropriate, the work of the organisation through the individual skills and experience that trustees bring; to act as Board Champion for a specific area of accountability or as a Board Champion to one of the organisation's Executive Team.</p>



Committee Member Roles

YMCA DownsLink Group Board of Trustees uses an advisory committee structure to support its formal governance and regulatory requirements. We have three Committees - People & Participation; Finance & Business Planning; and Audit & Risk. Our Committee membership comprises both trustees and independent Committee Members. We are looking to recruit additional independent Committee Members to our:

- ▶ Finance & Business Planning Committee
- ▶ Audit & Risk Committee

We are looking for Committee members who have the following skill sets:

- ▶ Finance
- ▶ Fundraising and/or commercial
- ▶ Housing regulation
- ▶ Safeguarding

What we offer Trustees and Committee Members

YMCA DLG is the largest specialist youth Charity in Sussex and Surrey and part of the largest youth Charity in the country in the form of the YMCA Federation of England & Wales. As part of our governance we offer you a genuine chance to make a significant difference to young lives across Sussex and Surrey and to be part of having a voice at a national level on issues that affect young people in this country through our affiliation to the YMCA Federation.

We provide Trustees with specialist governance training as well as access to the organisation's wider training programme. There are opportunities to engage with the YMCA on a national and international basis through the Trustee roles.

We offer the opportunity to be involved in a dynamic and exciting charity that has ambitious plans to maximise its reach and impact on young lives. This will provide opportunities to work with similar minded people and share experience and insight in helping to shape the work of our YMCA.

Terms of Appointment

Remuneration: All roles are voluntary and unpaid. Expenses incurred in fulfilling your duties will be reimbursed

Duration: All appointments are for an initial three year term, renewable by agreement with the Board for a maximum of two further three year terms

Commitment Requirements:

Trustees

- ▶ Quarterly Board meetings that are on week days and start at 2pm and finish at 6pm
- ▶ Two Board away times a year that start Friday lunch time and finish Saturday lunch time
- ▶ Commitment to our Board Champion approach, where individual Board members commit to maintaining contact between Board meetings with a member of the organisation's Executive team
- ▶ Commitment to preparation for meetings by reading Board papers and keeping updated through the organisation's intranet site
- ▶ Board meetings are held across different sites so ability to travel to multiple locations in Surrey and Sussex is important

Committee Members

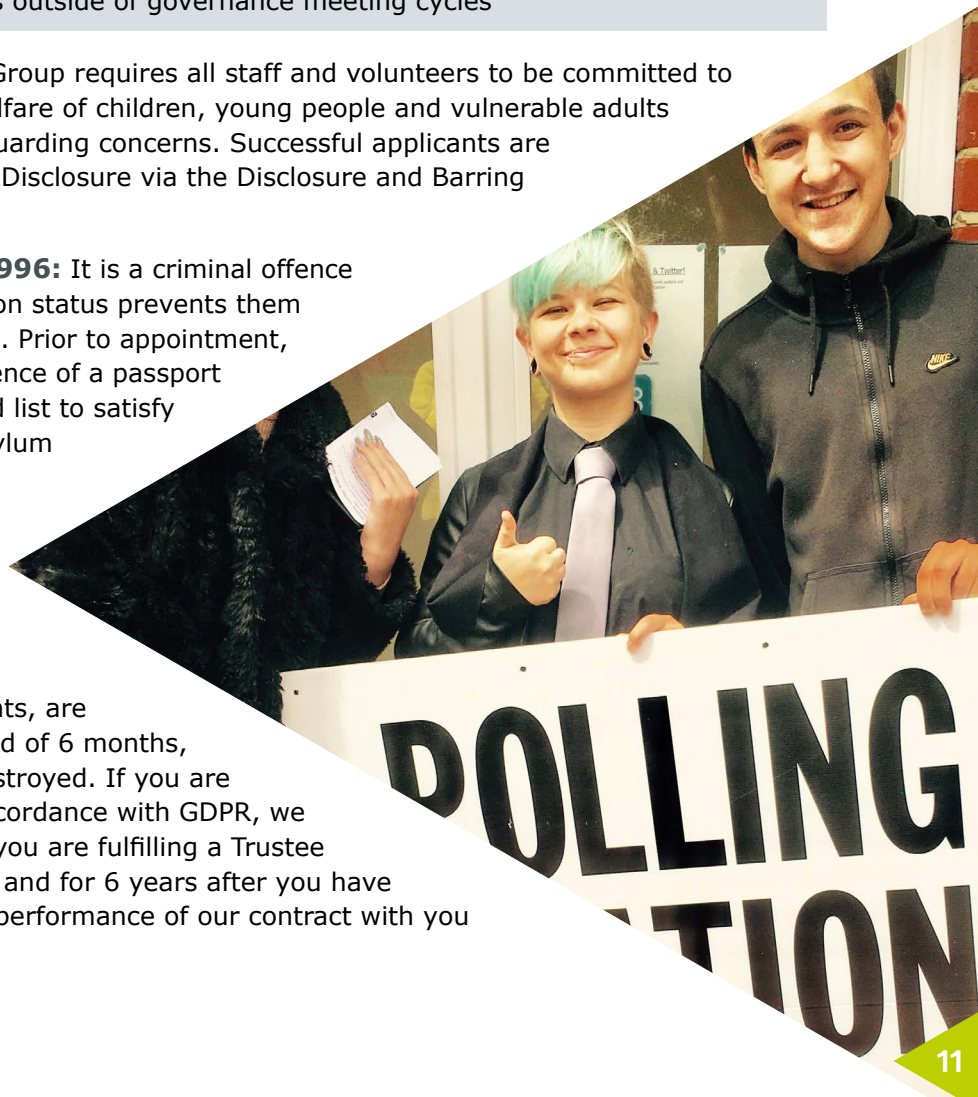
- ▶ Audit & Risk Committee meet three times a year, weekdays, day time
- ▶ Finance & Business Planning Committee meet four times a year, weekdays, day time
- ▶ Committee members also receive monthly management account updates and are asked to support (usually through telephone conference) any significant business development decision-making input that falls outside of governance meeting cycles

Safeguarding: YMCA DownsLink Group requires all staff and volunteers to be committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and to respond proactively to safeguarding concerns. Successful applicants are required to undertake an Enhanced Disclosure via the Disclosure and Barring Service (DBS).

Asylum and Immigration Act 1996: It is a criminal offence to employ persons whose immigration status prevents them from working in the United Kingdom. Prior to appointment, you will be required to provide evidence of a passport or other documents on the approved list to satisfy YMCA DownsLink Group that the Asylum and Immigration Act 1996 is being complied with.

General Data Protection

Regulation: Please note that it is our policy that all recruitment documents, including application paperwork for unsuccessful applicants, are kept in secure conditions for a period of 6 months, after which they will be securely destroyed. If you are successful in your application, in accordance with GDPR, we will keep your personal data whilst you are fulfilling a Trustee or Committee Member role with us, and for 6 years after you have left. This is in order to manage the performance of our contract with you (article 6, GDPR).



How to apply

YMCA DownsLink Group is working with Macaulay Search to conduct the appointment process. Please send your application to laura.bagley@macaulaysearch.com. Laura can also be contacted if you have specific questions about the opportunity.

The closing date for applications is Wednesday 12th June.

Your application should comprise:

- ▶ a covering note of not more than one and a half pages summarising your motivation and reasons for being interested in either a trustee or committee member role, indicating any particular skills and an explanation of how your experience to date makes you a suitable candidate for the role
- ▶ CV, including educational and professional qualifications and a full employment history showing the more significant Executive and Non-Executive positions, responsibilities held and relevant achievements
- ▶ daytime, evening and/or mobile telephone numbers and email address (which we will use with discretion)

Applications will be reviewed on 18th June and shortlisted candidates will be invited to interviews during weeks commencing 24th June and 1st July.

Thank you for your interest in the work of YMCA DownsLink. Please do not hesitate to get in touch with the Macaulay Search team if you have any questions regarding this appointment process.



APPENDIX i

Policy on the Recruitment of Ex-Offenders

YMCA DownsLink Group actively promotes equality of opportunity for all, with the right mix of talent, skills and potential, and applications are welcome from a wide range of candidates.

We undertake not to discriminate unfairly against any applicant on the basis of a criminal record or other information revealed. Criminal records and other information will be taken into account for recruitment purposes only when they are relevant.

We select all candidates for interview based on their skills, qualifications and experience. We ask all applicants called for interview to provide details of their criminal record. Depending on the nature of the position applied for, YMCA DownsLink Group may request details of your entire criminal record or only of 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974.

If invited for interview, we request that this information is sent under separate, confidential cover to a designated person within YMCA DownsLink Group and we guarantee that this information is only seen by those who need to see it as part of the recruitment process. We would point out that for the successful candidate, this information will be verified by requesting a Disclosure statement from the Disclosure¹ and Barring Service before the appointment is confirmed.

Failure to reveal information that is relevant to the position sought could lead to withdrawal of an offer of employment or subsequent dismissal.

We ensure that all those in YMCA DownsLink Group who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders e.g. the Rehabilitation of Offenders Act 1974.

At interview, or in separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matters that might be relevant to the position.

For those positions where a Disclosure is required, application forms and guidance notes will contain a statement that a Disclosure will be requested in the event of the candidate being made a conditional offer of employment.

We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a conditional offer of employment.

Having a criminal record will not necessarily bar you from working with YMCA DownsLink Group. This will depend on the nature of the position and the circumstances and background of any offences. However, as the nature of the YMCA DownsLink Group's work brings its employees & volunteers into contact with young people (those under 18 years old) and/or vulnerable adults, a criminal record or other information which makes an application unacceptable for a position of trust will render the applicant unsuitable.

As an organisation using the Disclosure and Barring Service (DBS) Disclosure service to assess applicants' suitability for positions of trust, this policy complies with the DBS Code of Practice.

¹ Applicants for certain positions who are made a conditional offer of employment will be subject to a criminal record check – known as Disclosure – from the Disclosure and Barring Service

APPENDIX ii

Declaration of Criminal Background & Guidelines for Working with Young People and/or Vulnerable Adults

The Rehabilitation of Offenders Act 1974 sets out to help people who have been convicted of a criminal offence and have not been convicted again in a specified period. This period is known as a rehabilitation period. Once a rehabilitation period has expired and no further offending has taken place, a conviction is considered to be 'spent'. Once a conviction is spent, the convicted person does not have to reveal it or admit its existence in most circumstances.

The Rehabilitation of Offenders Act 1974 (Exceptions Order) gives some exemptions from the Act, whereby details of 'spent' convictions have to be declared. One of these exemptions is working with young people and/or vulnerable adults. When recruiting people to work in such positions of trust an employer is entitled to ask for details of all convictions, spent and unspent.

If you are invited to an interview, please bring with you a completed Declaration of Criminal Background Form which is found below. It asks for details of spent and unspent convictions, cautions, reprimands and final warnings. You should complete the form and place it in an envelope marked 'Private and Confidential', addressed to the Interview Panel. Your name should be clearly stated on the front.

The information relating to criminal convictions will only be seen by the interview panel if we are considering offering you employment. If you wish to discuss the information that you have given, please mention this to an interviewer. Having made its selection, the panel may wish to discuss any information given with you. Having a conviction will not necessarily bar you from consideration for the post. Criminal records will be taken into account only when they are relevant to the position for which you are applying. The information you provide will remain confidential.

If you are made a conditional offer YMCA DownsLink Group will apply for an Enhanced DBS Disclosure depending on the nature of the job.

The DBS offers organisations a means to check the background of job applicants to ensure that they do not have a history that would make them unsuitable for the post. DBS Disclosures are provided by the Disclosure and Barring Service, an executive agency of the Home Office. Enhanced disclosures provide details of a person's criminal record including convictions, cautions, reprimands and warnings; they also contain details from lists held by Government departments of those considered unsuitable for this type of work. Organisations using the DBS process must comply with the Code of Practice, a copy of which is available on request.

If you have any queries, please speak to a member of the HR team.

DECLARATION OF CRIMINAL BACKGROUND INFORMATION

Please complete this form if you are invited for interview. It should be placed in an envelope marked Private and Confidential, addressed to the Interview Panel with your name clearly stated on the front and brought to the interview.

The information you provide will remain confidential.

Name

Post applied for

Please give details, including date, offence and, where appropriate, sentence of any unspent criminal convictions below. **If the nature of the position allows YMCA DownsLink Group interviewing managers to ask questions about your entire criminal record, please also include "spent" cautions and convictions as well.**

If none, please write 'NONE'.

Signed

Date

If you wish to discuss the information you have given above at your interview, please ensure that you mention this to the interviewer.