

YMCA Doncaster  
31 Wood Street  
Doncaster  
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01302 342148

[ymcadoncaster.org.uk](http://ymcadoncaster.org.uk)

Thank you for requesting information about volunteering as a trustee of YMCA Doncaster.

We hope that you'll find the documents here useful. These include some background on the YMCA and our Board, and some information on the skills and experiences we'd like to find to complement those we have already.

If you would like to contact me before submitting your application, please get in touch via email at [louise.roffey@doncasterymca.org.uk](mailto:louise.roffey@doncasterymca.org.uk) or by phone on 01302 342148.

Warm Regards

Louise Roffey  
Chief Executive

YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create inclusive and energising communities where young people can truly belong, contribute and thrive.

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION

## **YMCA Doncaster**

YMCA Doncaster is an independent registered charity and a registered provider of social housing, based on Wood Street. Our work focuses on young adults aged 16 to 25. As with other YMCAs across England and Wales, we affiliate to the National Council of YMCAs but are autonomous and entirely responsible for our own governance and finances.

We are responsible for operating within charity law as upheld by the Charity Commission. The Board also have particular responsibility for operating within the regulatory framework set out for housing providers. The documents forming the regulatory framework are available at <https://www.gov.uk/government/collections/regulatory-framework-requirements>

Our Supported Accommodation is staffed 24 hours a day, all year round. We provide 30 rooms, most of which have their own fully equipped kitchen and living space. We recognise that homelessness is about far more than not having somewhere to live; young adults coming to the YMCA often do so as a result of complex and traumatic situations. They're able to stay with us for up to two years. During that time, and for a period of around six months afterwards, our support focuses on building independent living skills and preparing for a stable adult life.

Amongst those living with us at any time, there will be a range of issues including family breakdown and bereavement, anti social behaviours, a history of offending, physical and mental health issues and financial problems. We recognise that those things sometimes arise through poor choices, and that sometimes they're the result of limited chances in life.

Our Community Centre offers a range of activities for young adults. Those vary from time to time, but include a range of social and recreational activities. Snooker, pool and darts are available to members and residents.

## **Staffing Arrangements**

We have around 20 full and part time paid staff across the two buildings. Some are involved in direct work with young people whilst others provide the background support functions. We have a small leadership team who take responsibility for various aspects of our work and also provide an out of hours on call service.

Senior staff are responsible for ensuring that the policies and strategies of the Board are implemented and progressed. The Chief Executive and a deputy are appointed by a panel which includes members of the Board. The Chief Executive is responsible for approving all other appointments.

Staff are accountable to the Board through their regular meetings. The Chief Executive attends all Board meetings and acts as their secretary.

## **Funding and Finances**

Current turnover is around £450,000.

Our funding comes from a range of sources. Supported Accommodation work is funded through rent and service charge payments. We also deliver a separately funded programme of support.

We receive income from businesses using our car park on quarterly contracts and from a lease on the newsagents on the ground floor of our building. We also receive room hire fees from other local groups using our Community Centre as their meeting place, and we operate a charity shop from the premises. This makes a small surplus and contributes to general funds.

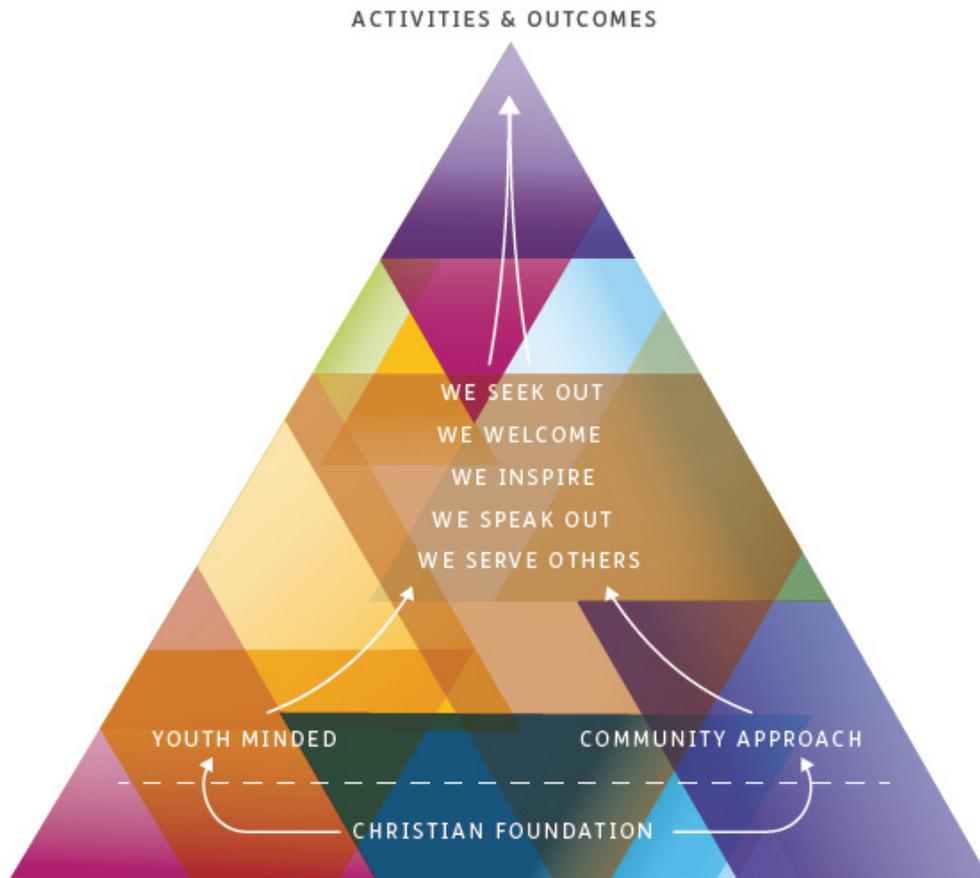
We are currently seeking to maximise income from the charity shop and meeting room hire, and from our annual community fundraising event.

We are also seeking to develop new work focused on young people with a range of housing and other needs. As with similar projects in the past, that work would be funded through significant charitable donations, grant aid or contracts with statutory bodies.



## Our Ethos and Values

Our ethos describes how we go about our work; the essence, culture and values that distinguish YMCA Doncaster and define who we are. It captures the principles that guide us and is the promise we make to everyone whose life we touch.



In the spirit of our Christian faith and with a youth minded community approach

**We seek out:** We actively look for opportunities to make a transformative impact on young lives in the communities where we work, and believe that every person is of equal value.

**We welcome:** We offer people the space they need to feel secure, respected, heard and valued; and we always protect, trust, hope and persevere.

**We inspire:** We strive to inspire each person we meet to nurture their body, mind and spirit, and to realise their full potential in all they do.

**We speak out:** We stand up for young people, speak out on issues that affect their lives and help them to find confidence in their own voice.

**We serve others:** We are committed to the wellbeing of the communities we serve, and believe in the positive benefit of participation, locally and in the wider world.



## The Board

YMCA Doncaster's Board is made up of people who are elected for a three year term and those who are co-opted for up to one year.

The present Board includes retired and working-age people with a range of work and life experiences. Some have prior knowledge of trusteeship whilst for others, YMCA Doncaster is their first experience of a governance role. We have a strong culture of learning, both about particular issues facing the organisation and about governance topics in general.

## Meeting Schedules and Expectations

The Board meet between six and eight times a year with the occasional need for training sessions outside the normal schedule.

Meetings normally take place on Thursday evenings for between two and three hours. The Chief Executive provides background papers and reports which are distributed around a week prior to the meeting. There is an expectation that papers are read in advance, and the Chief Executive welcomes questions of clarification before the meeting where appropriate.

## Meeting Agendas

The role of the Board is clearly to govern, not to manage, and the content of meetings reflect this.

Over the course of a year, meetings will include

- Reviewing adherence to the regulatory framework and to the Board's chosen code of governance (currently NCVO's Governance Code).
- Reviewing and updating the Board's risk register.
- Reviewing the effectiveness of the Board.
- Approving the annual report and accounts.
- Reviewing and approving investment arrangements.
- Approving the annual budget.
- Receiving and learning from quarterly reports on repairs monitoring, supported accommodation performance and financial performance against budget.
- Reviewing the organisational goals set out in the Forward Plan.
- Reviewing the Chief Executive's progress in achieving the Forward Plan targets for the year.
- Considering significant new developments in line with the Forward Plan where those require Board approval due to the level of investment or risk required.
- Reviewing policies as they fall due (between one and three years), or when otherwise necessary due to legal or organisational changes.

From time to time, there are a number of other options for trustees to be involved in the life of YMCA Doncaster. Young people particularly appreciate the involvement of the Board at presentation evenings and other events. Our Chief Executive values the wisdom and experience of individual trustees, and may occasionally ask for support as a critical friend when faced with particularly challenging leadership issues.

Being part of the YMCA Movement also offers opportunities for involvement in occasional regional and national events.



## Trustee Role Description

- The purpose of the role of trustee is, together with colleagues on the Board, to be responsible for ensuring that the affairs of YMCA Doncaster are conducted legally and properly.
- In addition to Board meetings, you may need to participate in periodic training and information events.
- Trustees are empowered in a decision making capacity only when meeting together at a Board meeting (as defined in the governing document) or under the delegated power of the Board.

## Main Duties

- Understand the founding context and first principle of the YMCA Movement, the Paris Basis, and seek to govern the affairs of YMCA Doncaster as a local expression of this worldwide Movement.
- Nurture the Christian ethos, identity and objects of YMCA Doncaster, enabling others to understand the faith based motivation of the YMCA.
- Provide strategic leadership by formulating and regularly reviewing (with the help of the Chief Executive) YMCA Doncaster's vision, mission and long term strategy, and approve the annual business plan for their fulfilment.
- Ensure (with the assistance of the Chief Executive and appropriate professional advisers) that the organisation complies with regulatory and statutory requirements.
- Carry out all trustee duties in a manner that is compliant with the Board's code of conduct.
- Monitor YMCA Doncaster's overall business performance in relation to business plans, budgets, controls and decisions, taking into account feedback from customers, stakeholders and the performance of comparable organisations.
- Exercise overall control over YMCA Doncaster's financial and property holding affairs.
- Agree and abide by key policies which govern all areas of significant risk for YMCA Doncaster, expressed unambiguously, giving the Chief Executive a clear framework under which operations can be developed and delivered.
- Contribute to YMCA Doncaster's risk management framework and monitor activity against it.
- Regularly review YMCA Doncaster's system of delegated powers and internal controls to ensure they are kept fit for purpose and are not open to abuse.
- Have a commitment to the development of good practice, ensuring that the activities of YMCA Doncaster are delivered lawfully and to the high quality standards expected by customers and stakeholders.
- Keep the governing document under regular review to ensure compliance. Any changes should be made in accordance with constitutional and legal requirements, being mindful of YMCA affiliation obligations.
- Strive to understand and respect the work of other YMCAs in accordance with our commonly shared values, and seek to fulfil the mutually held rights and responsibilities of belonging to the English federation of YMCAs.
- Develop a working knowledge of YMCA Doncaster and endeavour to maintain links and keep in touch with YMCA Doncaster. Unless there is good reason to believe that the Chief Executive's actions are threatening the probity of YMCA Doncaster, all visits should be made by arrangement with the Chief Executive.
- Represent YMCA Doncaster with external stakeholders as appropriate, including customers, to support the achievement of YMCA Doncaster's strategic objectives.
- Strive to attend all Board meetings; prepare and contribute appropriately and effectively.



- Bring a fair and open-minded view to Board discussions and ensure that all decisions are made in YMCA Doncaster's best interests.
- Aim to foresee and avoid any conflict of interest, declaring interests as appropriate and abstaining from any discussion or vote taken on such matters by other trustees. Any transaction under which a trustee will benefit either directly or indirectly must have proper legal authority.
- Keep confidential and within the confines of the Board any information or material (relating to users, beneficiaries, members, staff, commercial business, performance and future plans) provided or discussed at a Board meeting, which must not be discussed outside of the Board.
- Ensure arrangements are followed for recruiting Chairperson, Vice-Chairperson and other honorary officers.
- Develop and ensure the maintenance of a properly constituted, balanced and competent Board, including providing clear procedures for selection, election, training, retirement and if necessary removal of trustees (including the Chair, Vice-Chair and honorary officers).

### **Responsibilities in Respect of Members of Staff**

- Ensure there is a clear understanding of the scope of authority delegated to the Chief Executive; and be careful – individually and collectively – not to undermine this authority by word or action.
- Directions given to the Chief Executive should be given by the Board as a whole.
- Act fairly and in accordance with good employment practice in all decisions affecting the appointment, recruitment, professional development, appraisal, remuneration, discipline (and if necessary dismissal) of the Chief Executive.
- Be aware that the day to day management of YMCA Doncaster is the responsibility of the Chief Executive and through him / her, of the Senior Team. It is not appropriate for trustees to give staff instructions regarding day to day management issues.
- Understand, accept and respect the difference in roles between the Board, the Chief Executive and the staff team, ensuring that they all work effectively and cohesively for the benefit of YMCA Doncaster and develop a mutually supportive and loyal relationship.



## The Qualities We're Looking For

One of the great advantages of a committee approach to work is that no-one needs to be an all-rounder. From time to time, we look at the skills we have on the Board, consider what the gaps might be and look for people who might help us to fill them.

It's important that everyone elected or co-opted to the Board

- Has a commitment to nurture and uphold the ongoing founding Christian principle of YMCA Doncaster, and to work towards achieving the charitable objects of YMCA Doncaster.
- Is willing to commit to the time necessary to fulfil the role, including periodic training and updating programmes.
- Is able to contribute as part of a team with other trustees, and in partnership with staff and other volunteers.
- Has an understanding and level of competence in organisational governance related to the duties outlined.
- Has a clear personal or work-related connection to Doncaster.

We expect all members of the Board to uphold the 7 Nolan Principles of Public Life, namely Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.



**Application for Co-Option to the Board**

Your Name
Your Address & Postcode
Email Address
Telephone Number(s)
Current or most recent employer and position
<p>Please use this box to tell us about yourself and what you might bring to the YMCA. You may want to include notes on any current committee or other voluntary responsibilities.</p> <p>We're happy for you to use a separate sheet or attach a CV if you prefer.</p>
What would you expect to gain personally from your involvement as a trustee?
Please explain how you meet our core criteria (time, teamwork, competence, connection to Doncaster and your willingness to nurture and uphold the ongoing founding Christian principle of YMCA Doncaster).



Do you, your family or your employer have any personal or other connections with the YMCA in Doncaster or elsewhere?

**References**

Prior to confirming a place on the Board, we would like to obtain two satisfactory references for you.

Referee 1 – Preferably your current employer, or your most recent employer if you are not currently employed. We would prefer to write to them at the company address – not a home address.

Referee 2 – If Referee 1 does not cover a full three year employment history, Referee 2 should be your previous employer. Otherwise, Referee 2 can be someone who knows you well and will be able to comment on how suitable you will be for this post. This could be, for example a teacher, tutor or lecturer or a person in a leadership position within your community or at your church, religious group, sports group etc.

Referee 1

Name

Position

Company Name

Company Address

Post Code

Telephone No.

Email

Is this person your current or most recent employer (if not, please explain why you are unable to use your current or most recent employer as a referee)?

Is this person related to you in any way, or to your spouse or partner?

Referee 2

Name

Position

Company Name (if applicable)

Address

Post Code

Telephone No.

Email

How does this person know you?

Is this person related to you in any way, or to your spouse or partner?



**I declare that:**

- I am over the age of 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I am capable of managing my own affairs.
- I am, in the light of the above, not disqualified by the Charities Act 1993 (section 72) from acting as a charity trustee.
- I undertake to fulfil my responsibilities and duties as a trustee of YMCA Doncaster in good faith and in accordance with the law and within YMCA Doncaster's objectives and mission.
- I do not have any financial interests in conflict with those of YMCA Doncaster (either in person or through family or business connections) except those which I have formally notified in a Conflict of Interest Statement. I will specifically notify any such interest at any meeting where trustees are required to make a decision which affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it.

I understand that all members of the Board are required to comply with appropriate checks by the Disclosure and Barring Service and that references are sought prior to any co-option to the Board.

I have read and understood the information provided for prospective members of the Board, including the duties and requirements of the role. If selected, I will accept those responsibilities.

I confirm my commitment to nurture and uphold the ongoing founding Christian principle of YMCA Doncaster, and to work towards achieving the charitable Objects of YMCA Doncaster.

<b>Your Signature</b>
<b>Date of Signature</b>

Please return your application to

Louise Roffey  
 Chief Executive  
 YMCA  
 31 Wood Street  
 Doncaster  
 DN1 3LH



**Other sources of information**

The *Charity Commission*:  
[www.charity-commission.gov.uk/](http://www.charity-commission.gov.uk/)

(and in particular, their 'Essential Trustee' document - <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3> )

*Regulatory Framework for Registered Providers of Social Housing*  
<https://www.gov.uk/government/collections/regulatory-framework-requirements>

YMCA Doncaster:  
[www.ymcadoncaster.org.uk](http://www.ymcadoncaster.org.uk)

