Here for young people
Here for communities
Here for you

Welcome to YMCA Cornwall

TRUSTEE/DIRECTOR INDUCTION PACK

16 July 2025

Version History

Version No.	Date Completed	Section(s)	Description of change(s)
11	03/07/25		Re-branded and minor amendments reflecting restructure.
12	16/07/25		Minor amendments and changes to Aims and Purposes, Page 8.

Contents

A letter from the Chair 4

Part 1

- History of YMCA Cornwall 5
- Organisation Structure 7
- Aims and Purposes of YMCA Cornwall 8
- Governance Schedule of Delegation 9

Part 2

- What is a Charity Trustee/Director? 15
- A Guide to Being a Trustee/Director 16
- Eligibility Declaration 21
- Conflict of Interest 23
- Ensuring Good Management 26

Part 3

- Structure - Board of Directors 27
- Job Description for a Trustee/Director 28
  - Additional duties for Chair/Vice Chair 29
  - Additional duties for Treasurer 32
  - Additional duties for Committee Chair 34
  - Job Description for Chaplain 35
- Trustees/Directors Person specification 37

Part 4

- Policies overview 39
- Confidentiality Policy/Declaration 41
- Trustee Code of Conduct – Nolan's 7 Principles 43

Part 5

- The Role and Function of the Board of Management of YMCA Cornwall 47
- Health and Safety Information for Trustees

Dear Colleague,

I would like to welcome you as a new member of the Board of Management of YMCA Cornwall.



In committing yourself to the YMCA in this way, you are following in a long tradition of lay leadership which goes back over 160 years. Young people today have many of the same needs as they did in the time of George Williams, our founder, back in 1844, but one thing that has certainly changed is the regulatory and funding framework within which we now have to operate.

Quite rightly, charities are required to act effectively and legally in pursuing their constitutional objects. There is also an obligation to funders and other stakeholders to ensure that the services provided represent good value and meet agreed quality standards. Given these requirements it is not surprising that a recent voluntary sector survey has shown that the recruitment of good trustees, together with good staff and other volunteers, was considered to be the factor most critical to a charity's success. We endorse this finding. An effective partnership between Boards of Directors exercising a governance role, and paid staff and other volunteers managing and undertaking the day-to-day work is at the very heart of the YMCA.

This induction pack for Board Directors has been produced to help you understand your governance responsibilities and to let you know about the support, guidance and training that is available to you. I hope that you will find it useful.

Thank you for your willingness to serve the YMCA. As well as helping to make a real difference in the lives of many young people and others in our community. I am sure that, like me, you will find your involvement with the YMCA in Cornwall to be an enriching and rewarding experience.

Yours sincerely



NICOLA HEMSLEY
Chair of Board of Directors

PART 1

History of YMCA Cornwall

YMCA Penzance, as an independent registered charity, affiliated to, but autonomous from the National Council of YMCA's, was founded on 20th December 1887, when it offered educational activities, libraries, reading rooms and lectures. It also offered music and games.

In 1961, YMCA Penzance moved from the centre of Penzance to its present location, Alverton Road, situated on the edge of town where there was space for major development. It was also in the 1960's that the residential work was developed at the YMCA where a variety of programmes were set up, including adventure walks, rock climbing, English classes and music.

At the outset of the 1990's, YMCA Penzance planned two major developments. The first, an extension and improvement to existing facilities. This was completed in spring 1993 with grant support from the Department of Education and Science and Cornwall County Council Youth Service. The second development was undertaken in partnership with the National Council of YMCAs, a Registered Housing Association. This new building, 'Appletree House', provides supported housing for twelve single young people, many of whom have special needs.

YMCA St Austell was probably older than that of Penzance and did similar work in the early part of the century, (Indian Palace Bazaar 25th September 1894), but in the 1980's facing financial pressures, YMCA St Austell closed its doors. YMCA Falmouth was created mid 1990's but again failed through lack of financial support. YMCA work in Redruth was brought to a close a year later. Sadly, between 1996 – 98 the direction of YMCA work in Cornwall became unclear resulting in a considerable loss of local and countywide credibility. This was due in part to poor financial management and to regain that stability it was necessary to make tough decisions, which finally resulted in the amalgamation of any future YMCA work in Cornwall in April 1999.

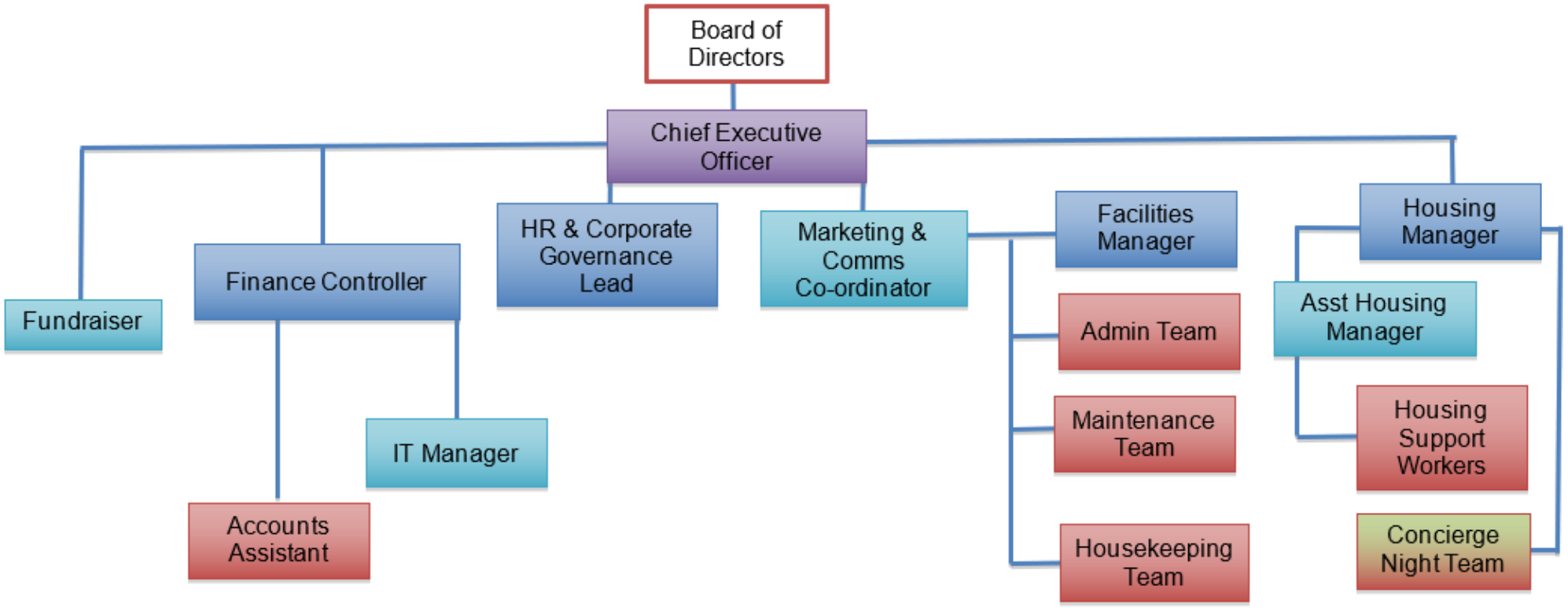
History – YMCA Cornwall

YMCA Cornwall was formed in April 1999 when the previous YMCAs in Cornwall; Falmouth, Redruth, St Austell and Penzance were amalgamated as part of a rationalisation and strengthening process following management Launde Reviews in 1997 and September 1998. Recognition of assistance must go to Plymouth YMCA and its staff.

In 2005 YMCA Cornwall set up a new branch in Redruth, to provide a community facility to meet the needs of people in Redruth. In partnership with Redruth Methodist Church, YMCA Redruth developed youth activities within the buildings, other community activities for all ages, provided training and meeting rooms as well as a conference facility. Sadly, due to lack of available funding support for youth programmes, YMCA's partnership with the Methodist Church had to come to a close. YMCA Cornwall also ran a nursery in the village of Mullion from 2011 to 2019 until lack of numbers made it unviable.

YMCA Cornwall is affiliated to the National YMCA movement, is a registered charity (No1073674) and a company limited by guarantee (No 3684583).

YMCA CORNWALL ORGANISATION STRUCTURE



YMCA MISSION

The mission of YMCA Cornwall, based on Christian values, is to **develop the mind, body and spirit** of individuals, families and communities and improve the health and wellbeing of all.

YMCA VISION

The vision of YMCA Cornwall is of an inclusive movement, transforming communities so that all young people can **belong, contribute and thrive**.

YMCA VALUES

The way we act at YMCA Cornwall is characterised by five strong and distinctive values that flow from our Christian ethos:

- We seek out
- We welcome
- We inspire
- We speak out
- We serve others

YMCACORNWALL STATEMENT OF PURPOSE

Everyone should have a fair chance to discover who they are and what they can become.

YMCA believes in fairness and opportunity. There are essential building blocks for a full and rewarding life:

- A safe home
- Acceptance
- Guidance
- Friendship
- Physical and mental health
- Academic support
- Employment skills
- Access to real opportunities.

At YMCA we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community.

Governance Scheme of Delegation

Policy Statement

The YMCA Cornwall Board of Trustees undertake to act in all matters in accord with the Nolan 'Standards in Public Life' as follows: -

- Integrity - taking decisions purely in the interest of the public and Justice
- Objectivity - making choices through merit
- Accountability - subject to public and professional scrutiny for the decisions we make
- Openness - giving reasons for decisions and providing information
- Honesty - declaring private interests relating to our public life
- Leadership - promoting and supporting these principles by example

The Board of Trustee members undertake to adopt a corporate approach to develop a constructive and empowered culture that encourages discussion of issues candidly; takes ownership of issues and problems; working together to develop and implement solutions for the benefit of the Charity and its beneficiaries.

This Scheme of Delegation is based on the Schemes of Delegation operated by the Charity Commission and the Office of the Scottish Charity Regulator (OSCR) and is prepared in accordance with the Charity's Governance Framework, which requires the Chief Executive to prepare and maintain a comprehensive Scheme of Delegation for the Charity.

This Scheme must be read in conjunction with the Charity's Governance Framework, which reserves certain matters to the Board of Trustees or its Sub Committees in accord with their delegated authority. Exercise by a delegate of a delegated responsibility is as if it had been done by the Board of Trustees itself.

All delegations must be exercised in accordance with the law and having regard to any lawful direction and/or guidance subsequently issued by the Parliament and/or any other appropriate funding body.

Furthermore, all HR and people issues will be handled fairly, consistently and in accordance with relevant legislation, ACAS Codes of Practice and Chartered Institute of Personnel & Development (CIPD) advice and best practice.

The Charity's Scheme of Delegation will be reviewed at least every three years. This shall not preclude a review being conducted before such time, should it be considered necessary by the Board of Trustees, or to bring the Scheme of Delegation into line with Financial Memoranda which may be issued from time to time by appropriate bodies.

Levels of Delegated Authority

1. Authority reserved to the Board of Trustees

1.1 A number of authorities and decisions are reserved to the Board of Trustees in line with its responsibilities for:

a) Ensuring the Charity effectively fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers

vested in it, under the Charities' Act 1993 and other legislation;

b) The process of appointment of Board of Trustee Members (including the appointment of Co-opted Members) and the appointment of Board Members and Co-opted Members to Board Committees;
c) Determining the overall strategic direction of the Charity and ensuring the availability of resources;
d) Borrowing money (other than overdraft facilities within the Chief Executive's delegated authority) and, in connection with such borrowing, granting such securities or giving guarantees or indemnities. Any such borrowing, granting securities or indemnities must comply with Financial Memoranda issued by appropriate bodies;
e) The acquisition and disposal of heritable property;
f) The appointment and dismissal of the Chief Executive;
g) Monitoring the performance of the Chief Executive and his team and holding them to account for the exercise of powers and delivery against plans and budgets;
h) Promoting and protecting the Charity's position, values, integrity, image and reputation;
i) Ensuring high standards of governance that command the confidence of the Charity's stakeholders.

1.2 The majority of operational decisions are delegated to the Chief Executive, in line with their responsibilities for managing the Charity in accordance with the strategic, planning and budgetary parameters, and risk management strategy approved by the Board of Trustees of Trustees.

1.3 The Charity's quasi-judicial powers are delegated by the Board of Trustees through the Chief Executive to the Senior team and staff designated as duly authorised members of staff of the Charity (in accordance with current statute).

2. Escalation to the Board of Trustees

2.1 There are some issues on which the Board of Trustees seeks early warning or dialogue, or, on which the Chief Executive may seek the Board of Trustees steer and/or input.

2.2 An agreed approach to risk assessment and management is used to identify issues/cases that require early flagging and possible escalation to the Board of Trustees i.e. where there is a potential for high risk and/or high impact.

2.3 Escalation will apply to issues/cases involving potential:

a) major investment;
b) significant deviation from agreed strategy/plans;
c) novelty or precedent setting e.g. an issue becoming a 'test case';
d) significant degree of controversy/contentiousness or political sensitivity;
e) damage to reputation e.g. adverse events, negative media interest;
f) damage to key relationships e.g. issues raised by Office of the Third Sector;
g) concerns raised by key constituencies or stakeholders;
h) personal impact on Trustees of the Charity.

2.4 Escalation ensures that the Board of Trustees is made aware of issues of high

risk/ high impact, and enables it to be kept informed, explore issues with the Chief Executive and exercise discretion as to whether or not it may need to formally approve decisions/action.

2.5 This process may also help to identify any policy issues arising from new, difficult or contentious decisions i.e. the outcome of some decision reviews may precipitate a review of Charity policy.

2.6 The extent to which the Chief Executive will need to continue to flag/refer issues to Trustees of the Charity will be reviewed and may evolve over time as the governance arrangements are reviewed and enhanced.

3. Delegated Authority

3.1 Delegations to the Chair of the Board

The Chair of the Board is authorised as follows –

a. In the absence of the Chief Executive to take such measures as may be required in emergencies, subject to reporting to the Board of Trustees, or the Committees as soon as possible thereafter on any items for which approval of the Board or Committee would normally be necessary;
b. To authorise, after a period of four weeks' continuous absence of the Chief Executive, a deputy Chief Executive to discharge this role in the Chief Executive's absence. Such action should be brought to the attention of the Board of Trustees at the earliest opportunity;
c. In the event of continuous absence of eight weeks (including the four week absence referred to above) of the Chief Executive, the entire Board shall be required, in a special meeting called for this purpose, to invest the delegations ascribed to the Chief Executive in this document to the deputy Chief Executive, and other members of the Charity's management team as the Board considers appropriate, until such time as the Chief Executive is capable of discharging fully his/her functions as Chief Executive, or a new Chief Executive is appointed;
d. To conduct staff development and performance review interviews with the Chief Executive in accordance with Board of Trustees policy;
e. After approval by the Board, to sign the year-end financial statements, prior to their submission to the Charity Commission and OSCR;
f. To represent the Charity within the UK.

3.2 Delegations to Committees of the Board of Trustees

There is delegated to each Committee of the Board all functions relative to the following -

a) The respective Terms of Reference of those Committees, as detailed in the operational documents of the Board of Trustees; and
b) Any Minutes of the Board making a special delegation to a Committee;
c) Each Committee may exercise and perform on behalf of and in the name of the Board of Trustees all of the authority, powers and duties of the Board of Trustees in relation to the functions so delegated;
d) The Chair of each Committee is authorised to act on behalf of the

Board of Trustees between cycles of meetings, so far as such acts relate to matters within the remit of the Committee of which he/she is Chair.

3.3 Delegations to the Chief Executive

The functions listed below are delegated to the Chief Executive. The Chief Executive may, in turn, delegate all of any of the following functions to other members of staff, whilst retaining responsibility to the Board of Trustees for the exercise of these functions.

Qualifications of Delegations

The delegations to the Chief Executive are always subject to the following:

- The Memorandum and Articles of Association of the Board and all policies of the Board in force at that time; and
- Appropriate provision for financial outlays having been made by the Board for the current year.

The Chief Executive is authorised as follows:

1. to take such measures as may be required in emergencies, subject to advising the Chair of the Board, where possible, and subsequently reporting to the appropriate Committee or to the Board of Trustees as soon as possible thereafter, on any items for which approval of the Committee or the Board of Trustees would normally be necessary;
2. to absent him/herself or to permit any member of staff of the Charity to absent him/herself occasionally and temporarily during business hours to attend to duties or services of a civic, honorary, charitable or social nature, provided that they do not interfere with the efficient and effective discharge of his/her duties to the Board of Trustees. Similarly, he/she may permit a member of the staff to absent themselves for compassionate reasons;
3. if he/she considers that it would be in the interests of the Charity or the Board of Trustees to do so, to approve the provision of reasonable hospitality to representatives of other organisations, members of staff of the Charity, or others;
4. to make visits and to authorise members of staff of the Charity to make visits as representatives of the Charity;
5. to give direction, in special circumstances, that any member of staff shall not exercise a delegated function;
6. to take out membership of, and to attend meetings of, appropriate outside bodies and professional associations, where it is compatible with the duties of the Chief Executive and in the interests of the Charity to do so;
7. to sign all deeds and other documents binding the Board of Trustees for all purposes and to authorise another to do so;
8. authorise the issue of press releases for publication and broadcasting on behalf of the Charity;
9. to authorise the commercial publication of any document on behalf of the Charity;
10. to authorise the appointment of staff to the Charity, within the agreed budget approved by the Board of Trustees, in circumstances where the power to appoint has not been delegated to a Committee or is not

reserved to the Board of Trustees;

11. once the Charity staffing structure is agreed by the Board of Trustees, to determine an appropriate operational staffing structure for the Charity, consistent with the conditions of employment which currently apply after consultation and, where appropriate, negotiation with staff representatives;
12. to consult and negotiate with staff representatives on behalf of the Board of Trustees;
13. to take disciplinary action against staff of the Charity up to and including dismissal, subject to complying with the disciplinary procedures laid down by the Board of Trustees;
14. to engage the services of outside persons, firms or organisations when it is necessary to carry out the functions of the Board of Trustees in cases where the authority to engage such services is not delegated to a Committee or is not reserved to the Board of Trustees;
15. to deem an employee to be in breach of contract and to take appropriate action against such an individual within the Charity's policies;
16. to grant appropriate leave of absence with salary to enable staff to undertake work experience, approved courses or to attend approved meetings or conferences;
17. to grant leave of absence without salary, for up to one year, to enable staff to undertake voluntary service or for other appropriate purposes;
18. to arrange programmes of in-service training for both staff and members of the Board of Trustees;
19. to exercise any discretionary powers available in the implementation of conditions of service in relation to all staff;
20. to approve the secondment of staff of the Charity to external agencies where the total cost for the secondment is recoverable and to approve the appointment, where necessary, of a temporary replacement for the duration of the secondment;
21. to sanction the payment of overtime allowances in exceptional circumstances;
22. to sanction the payment of allowances in respect of temporary responsibility in accordance with the conditions of service;
23. to approve initial salary placing for staff within approved salary scales;
24. to set and amend as necessary the level of fees and expenses for all services offered by the Charity and to waive or grant remission of fees and expenses in special cases within guidelines set by the Board of Trustees;
25. to grant the use of Charity accommodation to outside bodies or persons for the purpose of holding meetings and functions on such terms and conditions as are reasonable in the circumstances;
26. to allocate and apportion accommodation within the Charity;
27. to arrange for any necessary alterations to the Charity property up to a cost of up to £10,000 in respect of any one project, provided that the alteration or adaptation does not affect any material change in the character of the Charity, and subject to tender procedures laid down by the Board of Trustees;
28. to apply to the appropriate authority for any necessary statutory consent;
29. where it is competent and in the interests of the Charity to do so, to lodge with the appropriate authority objections to the grant of any permission, licence, warrant, etc.
30. to determine and control the standard of furniture, furnishings and equipment within the Charity;

31. to grant any wayleave or servitude over property of the Charity, on such terms as may be appropriate;
32. to enter into and negotiate contracts and other binding arrangements for the supply of goods and services (whether bought, leased, hired or otherwise acquired) to the Charity on behalf of the Board of Trustees up to a value of £20,000 and to authorise another to enter into such contracts, all in accordance with the Charity's procurements procedures;
33. to purchase necessary equipment and services up to a value of £10,000;
34. to dispose of equipment surplus to requirement in accord with the Charity's policy;
35. when it is judged to be in the interests of the Board of Trustees to do so, to terminate contracts or to authorise the termination of contracts, except in cases where the contracts have been specifically approved either by the Board of Trustees or a Committee;
36. to provide courses requested by outside agencies and to negotiate appropriate charges for the specific or particular provision requested;
37. to raise funds for and apply them to any of the activities which the Board of Trustees has power to undertake;
38. to sign cheques in accordance with the provisions for cheque signatories;
39. to monitor and manage any budgets for which he/she is the designated budget holder;
40. to take out any necessary insurance to protect the interests of the Charity and the Board of Trustees;

3.4 Financial authority and delegation

Table 1 sets out the financial authority retained by the Board of Trustees and also the financial delegation to the CEO and Heads of Department.
These should be reviewed in accord with the frequency set out in this Scheme of Delegation.

Who	Value
Board of Trustees	£30,000 +
Finance Sub Committee	Up to £30,000
Chief Executive	Up to £5,000
Finance Officer	Up to £2,500 this excludes utility bills
Heads of Departments	Up to £500

PART 2

What is a Charity Trustee/Director?

Being a Trustee/Director is the same as being a committee member, people just use different terminology. Some people will say they have a Board of Trustee/Directors while others will say they have a Management Committee. The roles and responsibilities of both are exactly the same.

Trustee/Directors are responsible for controlling a charity's management and administration. They are responsible for ensuring that a charity's income and property are used for the purposes set out in the charity's governing document (constitution) and for no other purpose. Trustee/Directors have a responsibility to act reasonably and prudently in all matters relating to the charity, and have a responsibility to act in the best interests of the charity.

Above all, Trustee/Directors need to work together as a team to ensure their charity is run effectively and efficiently. As a body, the Trustee/Directors should contain people who collectively have the skills and confidence that will enable the charity to confront and challenge any issues affecting it. This means that the board of Trustee/Directors should work to avoid situations where knowledge or an excessive degree of influence is held in the hands of a select few (who may not be Trustee/Directors themselves). An effective induction programme can equip a board to fulfil its role. The board of Trustee/Directors that does not have an appropriate induction programme will be less able to hold their own when faced with a challenge to their authority.

A Guide to Being a Trustee/Director

This guide provides an introduction to being a Trustee. It aims to help you understand what is involved in being a trustee and how to choose a good trustee role.

What is a Board?

A Board is the group that ensures a charity or voluntary organisation:

- has a clear set of goals or strategy;
- is making sure the action to achieve those goals is being taken
- meets its legal and financial obligations;
- Boards may also be called Management Committees or a Council of Management or Board of Directors.

What is a Trustee?

A trustee is a member of the Board or Management Committee. They may be known as trustees, directors, board members or management committee members. If the charity is also a company limited under guarantee, then the trustees are also directors of the charity.

Trustees act as a single body.

Trustees ensure the organisation has a clear strategy or set of goals.

Trustees ensure the work and goals of the organisation are in line with its stated vision, usually defined in a governing document and often called the organisation's 'objects'.

Trustees keep a check on the organisation's finances and activities.

Trustees appoint and support the head of staff (e.g. the Chief Executive or manager of the overall charity or organisation).

Trustees delegate authority for day-to-day activities to appropriate staff and/or volunteers.

Trustees take overall legal responsibility for the organisation's work.

Trustees must act in the interests of the organisation not themselves.

Trustees are volunteers and should not, generally, be paid though they should be reimbursed out of pocket expenses for their involvement as a trustee.

What are the roles and responsibilities of a Trustee?

There are twelve main responsibilities of a trustee:

1. Set and maintain vision, mission and values
2. Develop strategy
3. Establish and monitor policies
4. Set up employment procedures

5. Ensure compliance with governing document
6. Ensure accountability
7. Ensure compliance with the law
8. Maintain proper fiscal oversight
9. Select, manage and support the chief executive
10. Respect the role of staff
11. Maintain effective board performance
12. Promote the organisation

Why do people become trustees?

Being a trustee should be rewarding and enjoyable. It is a great way to be involved in a community or cause which matters to you. Trustees come from all walks of life and being a trustee can help you meet new people, change your community for the better, learn new skills or use your existing skills in a new context.

You may get involved because it is a cause or an issue you are passionate about; it may be your life has been touched by the work of the voluntary organisation or charity. You may want to build your CV, have experience of strategy and oversight or find out more about the not-for-profit sector before making a career change.

Being a trustee can expose you to new experiences and new groups of people. It can present you with new challenges, constructive and exciting ones as well as some more difficult things to overcome. You are part of a team as a trustee and will have the opportunity to add your unique skills and experience while learning from others too.

At its heart, being a trustee puts you at the centre of the action for the organisation you are involved in and the more effective the Board of Trustees, the greater difference you and your organisation will make.

More information on being a Trustee plus additional guidance and training can be found on the YHub portal here: https://yhub.org.uk/resources

Who can be a trustee?

The Charity Commission provides guidance on who can be a trustee.

At its simplest, most people over 18 years of age can become trustees, but a few are not eligible. People under 18 can be trustees of an incorporated charity, but cannot be trustees of an un-incorporated charity.

Those who have already been disqualified as company directors and those who have been convicted of an offence involving dishonesty or deception cannot usually become trustees.

For further guidance, the National Council of Volunteer Organisations website has information on eligibility: http://www.ncvo-vol.org.uk

What skills do I need?

Trustees should have different skills, backgrounds and experience that together give a rounded Board.

Some individual trustees will have specific professional or business skills. Others will bring 'soft' skills such as facilitating, team work, problem-solving, or even building the social side of being on a Board. Different experiences and perspectives are important and a Board that also reflects the people and communities they service will help improve effectiveness.

So, an effective Board will need a range of skills, attributes and personal experience to enable it to work towards the aims and objectives of the voluntary organisation. The skills, diversity and experience a Board requires will come from a wide range of perspectives including business skills, service user experience, social or family experience, general interests or commitment to the goals of the organisation.

How much time will it take?

The time commitment will vary from one organisation to another and understanding the likely commitment will probably be part of the discussion you have when exploring a possible trusteeship. Your own commitment to the potential role may usefully be tested as you learn about the time commitment.

It may be helpful to ask:

- How many trustee meetings take place each year?
- How long are the meetings, where and at what time of day?
- Are trustees expected to serve on other committees?
- What opportunities are there to spend time with the organisation so you are aware of its work both when you join and on an on-going basis?
- What contact is there between trustee meetings and how does this usually take place?
- Are there any one-off events or annual occasions that trustees are expected, or will have the opportunity, to attend?

What are my legal responsibilities?

Being a trustee carries legal responsibilities which should be understood before taking up a position. It is worth taking some time to understand these duties and to find out the specific situation at the organisation you are considering joining. If a charity is also a company limited by guarantee then the liabilities of a trustee, for example, are different.

Trustees are not expected to be experts in every area, even with the collective skills and experience of the Board overall. They are expected to use reasonable care in their role as trustees applying their skills and experience and involving professionals where needed. The Charity Commission can offer information and advice on both best practice and legal requirements.

How do I choose a good trustee role?

Becoming a trustee is significant commitment so making sure you know why you are taking on a role and what is expected of you are appropriate things to consider before you say yes (or no). Each person will have different reasons for considering a role and different motivations in taking it up. These are some points you may want to consider:

- Do you support the aims and activities of the organisation?
- Is the organisation clear about what it does and what it is seeking from a potential new trustee?
- Have you been provided with the information you want/need about the organisation and the way the Board works?
- Have you met the other trustees and what was your response to them?
- Have you met any of the staff or volunteers and do you want/feel able to support them?
- Do you feel inspired by the organisation and want to be involved?
- What is the time commitment asked and can you support it?
- Are your skills and experience going to be appropriate and valued?
- What induction and training will the organisation provide?
- Will any appropriate out of pocket expenses be reimbursed? (i.e. for travel to meetings)
- Are you other commitments, work, home and leisure, going to allow you to undertake this commitment?
- Are you able and willing to complete the legal and security checks required to join the Board of this organisation, including providing references, completing DBS (Disclosure and Barring Service) and other security checks?

For further information, please do not hesitate to contact the Chief Executive of this organisation on 01736 334820.

Trustee / Director Declaration of Eligibility

I declare that I am able to act as a Trustee / Director for YMCA Cornwall and am not disqualified from doing so for any of the following reasons:

- **I have never been convicted of an offence involving deception or dishonesty or if I have the conviction is spent;** (This depends on the sentence given, not on the offence committed).

- **I am not an un-discharged bankrupt;**

- **I have not previously been removed from Trustee/Directorship of a charity by the Court or the Commissioners;**

- **I am not under a disqualification order under the Company Directors; and**

- **I am not below the age of 18 years.**

Signature:

Date:

PLEASE DETACH AND RETURN TO THE HR & CORPORATE GOVERNANCE LEAD

THANK YOU

Conflict of Interest Policy for Directors

Definition

A 'conflict of interest' arises when the best interests of an individual Director are, or could be, different from the best interests of the charity itself. This may be something that affects the Director directly, or indirectly, through a family member or friend or business partner. This Policy has been written in accordance with the following document - *Conflicts of interest: a guide for charity trustees* as published by the Charities Commission.

Statement of Intent

YMCA Cornwall is committed to ensuring its decisions and decision-making processes are, and are seen to be, free from personal bias and do not unfairly favour any individual connected with the charity.

It is important that all decisions made on behalf of YMCA Cornwall are free from any undue external influence. Directors are expected to act with integrity and impartiality and to be open, fair and unbiased when making decisions on behalf of the YMCA, and to act in a way that serves the best interests of the YMCA.

Policy

It is the policy of YMCA Cornwall to:

- Ensure every Director understands what constitutes a conflict of interest and that they have a responsibility to recognise and declare any conflicts that might arise for them;
- Document the conflict and the action(s) taken to ensure that the conflict does not affect the decision making of the organisation;
- Provide a copy of this document in the Directors Induction Pack.

Procedure

When a Director identifies that they have a potential conflict of interest they must:

- Declare it as soon as they become aware of it;
- Ensure it is entered in the conflict of interest register (ongoing conflicts), and/or minuted in the appropriate board papers (one-off conflicts);
- Not take part in any board discussions relating to the matter;
- Not take part in any decision making related to the matter;
- Not be counted in the quorum for decision making related to the matter.

In the interests of frank and open discussion, a Director affected by a conflict of interest must leave the room while related discussion / decision making is taking place, unless there is good reason for them to stay.

The minutes should state:

- The declared conflict;
- That the Director left the room, or the reason they were asked to stay;
- That the Director took no part in discussion or decision making on the matter;
- That the meeting was quorate (not counting the affected Director);
- Any other actions taken to manage the conflict.

If a Director is unsure what to declare, they should err on the side of caution and discuss the matter with the Chair for confidential guidance.

Examples of Conflicts of Interest

Conflicts of interest may come in a number of different forms and may include but are not limited to:

- Direct financial gain or benefit to the Director, such as payment to a Director for services provided to the organisation or the award of a contract to another organisation in which a Director has an interest and from which a Director will receive a financial benefit; or the employment of a Director in a separate post within the organisation, even when the Director has resigned in order to take up the employment.

- Indirect financial gain, such as employment by the organisation of a relation or friend of a Director or external funding for personal interests or loyalties.

- Non-financial gain, such as when a user of the organisation's services is also a Director.

Breaches of this Protocol

Directors should be aware of the significant negative effects that a conflict of interest can have on the Charity's reputation and on public trust and confidence generally. If those outside the organisation, such as the charity's funders or other supporters, have the impression that the Directors have acted in their own interests rather than those of the charity, it may have reputational consequences and affect future funding. When dealing with conflicts of interest, Directors should be aware of how the situation may appear to someone from outside the charity, and ensure that steps have been taken which will allow Directors to demonstrate that such situations have been dealt with properly.

Failure to adhere to this Conflict of Interest Policy may constitute the criminal offence of fraud, as an individual could be gaining unfair advantages or financial reward for him/herself or a family member, friend or associate. Any suspicion that a relevant personal interest may not have been declared should be reported to the Chair who will investigate the matter and speak with the Director, and/or any other parties, concerned. A full record must be kept on how this process has been managed.

Should it be found that there is a breach of this Policy, the Director will be asked to step down. If the Director refuses to step down following this then YMCA Cornwall will seek independent advice including that of the Charities Commission.

Intervention by the Charities Commission

The Charities Commission will intervene using their investigative powers in serious/high risk cases. This will usually be where the issue or allegation presents a serious risk to the charity or to public confidence in charities generally.

For example, where it seems that Directors have deliberately or negligently placed their own interests ahead of those of the charity and have, as a result, gained significant benefit at the expense of the charity, they will use their powers to:

- stop abuse, Director misconduct and mismanagement. This includes where the Directors fail to fully take steps to resolve the issues or prove incapable of doing so;

- intervene in a charity's affairs and take steps to recover any sums lost to charity, where the Directors are unable or unwilling to do so, and the amount involved is significant.

If they find evidence of, or suspect, criminal activity they will refer the matter to the police and other relevant agencies and, if the public interest justifies it, use their powers of intervention.

In all cases where they intervene, whether by giving corrective regulatory advice requiring action or using their powers, they will take a stronger line and be less tolerant where we have previously engaged with the charity about the same, or similar, issues.

ENSURING GOOD MANAGEMENT

Trustees/Directors are responsible for controlling a charity's management and administration. They are responsible for ensuring that a charity's income and property are used for the purpose set out in the charity's governing document (constitution) and for no other purpose. Trustee/Directors have a responsibility to act reasonably and prudently in all matters relating to the charity and have a responsibility to act in the best interest of the charity.

In order to avoid the most common difficulties that can arise in a charity, Trustee/Directors should:

- Appreciate their responsibilities for the charity and its resources and not treat their position as purely honorary;
- Make themselves familiar with the charity's constitution so that they are clear what it does and does not have the powers to do;
- Spot any circumstances in which they need to get specialist advice, for example, on legal or financial issues;
- Not leave an individual Trustee/Director or staff member, or a small group to run matters without sufficient accountability or control;
- Never allow personal affairs and resources to become entangled with those of the charity or otherwise fail to spot and manage potential conflicts of interest;
- Manage the charity in the interest of the charity as a whole, not in their own, or those of a narrow interest group.

PART 3

Board of Directors Meeting Structure

The meeting structure for YMCA Cornwall is set out as follows:

The Board

The Board meets quarterly and hears reports from the CEO, HR and Corporate Governance Lead (HR, Training, Health and Safety and Governance), Supported Housing Manager and Head of Operations. The quarterly Board meetings are always preceded by a Finance meeting where the Financial Controller will present their report.

The Board may also undertake extraordinary meetings if circumstances dictate.

Finance

The Finance Committee (which includes the Fundraiser's report) meets monthly (with the exception of August).

All meetings are attended by Senior Management.

Job Description for a Member of the Board of Trustees / Directors

Job description - *the roles, responsibilities and tasks that Trustees/Directors are expected to carry out*

Job Title: **Member of the Board of Directors**

Purpose: Provide governance to the organisation, represent it to the community, and accept the ultimate legal authority for it.

Main duties and responsibilities:

1. Regularly attends board meetings and important related meetings;
2. Makes serious commitment to participate actively in committee work;
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time;
4. Stays informed about Board matters, prepares themselves well for meetings, and reviews and comments on minutes and reports;
5. Gets to know other Board members and builds a working relationship that contributes to consensus;
6. Is an active participant in the Board's annual evaluation and planning efforts;
7. Participates in fund raising for the organisation.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall;
2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Job description duties for a Chair of Trustees / Directors

In addition to the general responsibilities for all Trustee/Directors, the Chair also has some specific responsibilities:

Job Title: **Chair of the Board of Directors**

Purpose: As Chair of the Board assures that the Board of Directors fulfils its responsibilities for the governance of the Institution and optimises the relationship between the Board and Management.

Main duties and responsibilities:

In addition to the responsibilities outlined in the Board Member job description, this position -

1. Is a member of the Board;
2. Serves as the Chief Volunteer of the organisation;
3. Is a partner with the Chief Executive in achieving the organisation's mission;
4. Provides leadership to the Board of Directors, who sets policy and to whom the Chief Executive is accountable;
5. Chairs meetings of the Board;
6. Encourages Board's role in strategic planning;
7. Appoints the chairpersons of committees, in consultation with other Board members;
8. Serves *ex officio* as a member of committees and attends their meetings when invited;
9. Discusses issues confronting the organisation with the Chief Executive;
10. Helps guide and mediate Board actions with respect to organisational priorities and governance concerns;
11. Reviews with the Chief Executive any issues of concern to the Board;
12. Monitors financial planning and financial reports;
13. Formally evaluates the performance of the Chief Executive and informally evaluates the effectiveness of the Board members;

14. Evaluates annually the performance of the organisation in achieving its mission;

15. Performs other responsibilities assigned by the Board.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall

2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Job description duties for a Vice Chair of Trustees / Directors

In addition to the general responsibilities for all Trustee/Directors, the Vice Chair also has some specific responsibilities:

Job Title: **Vice-Chair of the Board of Directors**

Purpose: As Vice-Chair of the Board act as the Chair in his/her absence assuring that the Board of Directors fulfils its responsibilities for the governance of the Institution and optimising the relationship between the Board and Management.

Main duties and responsibilities:

In addition to the responsibilities outlined in the Board Member job description,

this position:

1. Is a member of the Board;

2. Performs Chair responsibilities when the Chair cannot be available (see Chair Job Description);

3. Reports to the Board's Chair;

4. Works closely with the Chair and other staff;

5. Participates closely with the Chair to develop and implement officer transition plans;

6. Performs other responsibilities as assigned by the Board.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall;

2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Job description duties for a Treasurer

In addition to the general responsibilities for all Trustee/Directors the Treasurer also has some specific responsibilities:

Job Title: **Treasurer**

Purpose: As Treasurer, assure that the Board of Directors fulfils its responsibilities for the financial surety of the Institution.

Main duties and responsibilities:

In addition to the responsibilities outlined in the Committee Chair job description, this position:

1. Oversees the management of the finances of the organisation, including the board's review of and action related to, financial responsibilities;

2. Ensures appropriate financial reports are made available to the board;

3. Regularly reports to board on key financial events, trends, concerns, and assessment of fiscal health;

4. Ensures the provision of an annual budget to the board for members' approval;

5. Ensures development and board review of financial procedures and systems;

6. Chairs the Finance Committee;

7. Regularly attends board meetings and important related meetings;

8. Makes serious commitment to participate actively in committee work;

9. Volunteers for and willingly accepts assignments and completes them thoroughly and on time;

10. Stays informed about Board matters, prepares themselves well for meetings, and reviews and comments on minutes and reports;

11. Gets to know other Board members and builds a working relationship that contributes to consensus;

12. Is an active participant in the Board's annual evaluation and planning efforts.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall;

2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Job description duties for a Committee Chair

In addition to the general responsibilities for all Trustee/Directors a Committee Chair also has some specific responsibilities:

Job Title: **Committee Chair**

Purpose: As Committee Chair, oversee assigned committee of lay people/volunteers.

Main duties and responsibilities:

In addition to the responsibilities outlined in the Board Member job description, this position:

1. Attends all assigned committee meetings and in their absence appoints a temporary Chair;
2. Sets the tone for the committee work;
3. Ensures that members have the information needed to do their jobs;
4. Oversees the logistics of committee's operations;
5. Reports to the Board of Directors' Chair;
6. Reports to the full Board on committee's decisions/recommendations;
7. Works closely with the Chief Executive and other staff as agreed to by the Chief Executive.
8. Assigns work to the committee members, runs the meetings, and ensures distribution of meeting minutes;
9. Initiates and leads the committee's annual evaluation.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall;
2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Job Description for Chaplain

Job Title: **Chaplain**

Purpose: To provide a Christian Chaplaincy service to the residents and staff of YMCA Cornwall and to assist in the development of the spiritual life of the Association. To advise the Board of YMCA Cornwall on such matters.

Main duties and responsibilities:

1. Regularly visit the Association's sites and spend time with residents in a relaxed environment;

2. To liaise with the Housing Team to ascertain the needs of the residents and be available to those in need of pastoral support;

3. Meet new staff members as part of their induction to the Association;

4. In conjunction with the Senior Staff Team, support the spiritual development of staff within the Association. Be available to individual staff members who require pastoral support or who want to better their understanding of the Christian faith;

5. Participate periodically in staff and Board training events;

6. Attend meetings of the Senior Staff Team and other staff groupings as and when appropriate;

7. Provide input and guidance to encourage YMCA Cornwall's spiritual life;

8. Assist in ensuring that the Christian basis and ethos of the Association is incorporated into the Association's plans and activities;

9. Ensure that YMCA Cornwall welcomes and provides for those of other faiths;

10. Abide at all times to the Association's confidentiality policy and procedure;

11. Assist in raising the profile of YMCA Cornwall within the Christian community;

12. Work within legislative requirements for activities undertaken with vulnerable adults and young people;

13. Get to know other Board members and build a working relationship that contributes to consensus;

14. Active participant in the Board's annual evaluation and planning efforts;

15. Participate in fund raising for the organisation.

Rewards

1. Play a major part in the success of an outstanding organisation that has a significant impact on the lives of young people in Cornwall;

2. Work with a strong community of like-minded staff, advisers and volunteers committed to helping young people at times of need, regardless of gender, race, ability or faith.

Trustees/Directors Person Specification

- Able to meet the particular criteria for nomination set out in the governing documents of YMCA Cornwall in respect of YMCA Membership and commitment to the Christian Aims and Purposes of the YMCA.

- Willing to commit the time necessary to fulfil the role, including time for periodic training and updating programmes.

- Able to contribute as part of a team with other Directors and in partnership with staff.

- Able to offer, or learn/develop, some relevant skills or experience such as:

  - Community links and involvement
  - Child safety
  - Financial management
  - Fund raising
  - Health and safety
  - Legal
  - Marketing
  - Networking
  - Programme or operations similar to YMCA activities
  - Public relations
  - Spiritual development
  - Team leadership
  - Voluntary work volunteer and/or staff recruitment

In addition, the Chair/Vice Chair Person Specification

- Committed to the Christian Aims and Purposes of the YMCA, subject to the governing documents adopted by the Association.

- A loyal and enthusiastic member of the Association who is also interested in, and possibly involved with, the promotion of the wider work of the YMCA.

- Able, through example, to lead, motivate and encourage both Directors and staff to ensure that the Association operates effectively within the community.

- Have experience of, or be willing to undertake training in, conducting meetings.

- Have experience of, or be willing to undertake training in, staff appraisal.

PART 4

Policies Overview

As a Trustee/Director it is important that you familiarise yourself with the policies and procedures and especially with the following policies:

Constitution or governing document

The constitution might look exceedingly boring but it is important that you read it. It will tell you what YMCA Cornwall believes: It states the social or economic situations or events. It will also tell you what YMCA Cornwall does, its priorities, what it wants to achieve and what sorts of things it will and will not do.

Equal Opportunities and Diversity

The YMCA Cornwall board of Trustee/Directors and Staff Team must all implement this policy at all times.

Health and Safety

The board of Trustee/Directors is ultimately responsible for ensuring that this policy is adhered to at all times. Implementing the policy minimises any risks to the service users, staff, Trustee/Directors or visitors. It is the Trustee/Directors duty to keep the whole site as safe as possible.

Child Protection

Some of the young people using YMCA Cornwall Services will be vulnerable. All young people should know and feel that they are safe while using YMCA Cornwall Services. Familiarise yourself with the policy in case you have to deal with a child protection issue. One member of the Board is named within YMCA Cornwall's Safeguarding Policy at all times.

Complaints

In your role as a YMCA Cornwall Trustee/Director you may have to deal with a complaint from a service user or a relation. If you are aware of the correct procedures it will de-personalise any complaint and make it much easier to deal with.

Confidentiality

In your role as a YMCA Cornwall Trustee/Director you will be allowed access to information about the organisation and on occasion it's service users. As all staff at YMCA Cornwall are expected to sign a declaration of confidentiality so too are the members of the Board.

CONFIDENTIALITY POLICY

In the course of your work for YMCA Cornwall you may from time to time hear, read or see information, which is confidential either to an individual or to the present or future plans of the Association.

It is not possible to detail every instance, or even describe the type of information you may come across, but it is essential that anything you learn about individuals or the business of the YMCA is kept strictly confidential, not only while working here, but after you have left.

Addresses and telephone numbers of other members of staff or young people must not be divulged to anyone and any request for information must be passed to the Chief Executive.

Where information is classified as being confidential and/or in the strictest confidence extra care must be taken to ensure that this information is dealt with appropriately and locked in filing cabinets once read.

If information is not marked appropriately then steps should be taken to amend it accordingly.

I am sure you realise that our integrity as an Association rests with our employees and volunteers.

ANY BREACH OF CONFIDENTIALITY IS EXTREMELY SERIOUS AND COULD LEAD TO SUMMARY DISMISSAL.

I would ask you to consider the matter very carefully and then sign the declaration below and return the slip to the HR & Corporate Governance Lead.

✂----------

I hereby state that any confidential information which I hear, read in files or see on the computer in the course of my work for the YMCA will not be divulged either to other members of staff or to any person outside of the YMCA either while I am working here or after I have left.

I have received a copy of this document.

Name

(please print)…….....

Signed…….....

Dated…….....

YMCA Cornwall Trustee Code of Conduct including Nolan's Seven Principles of Public Life

I will respect and uphold the values of YMCA Cornwall as laid out in the Aims and Purposes of the organisation.

GENERAL

- I will act within the governing document of YMCA Cornwall and the law, and abide by the policies and procedures of the organisation. This includes having a knowledge of the contents of the memorandum & articles and relevant policies and procedures.

- I will support the objects and mission of YMCA Cornwall, championing it, using any skills or knowledge I have to further that mission and seeking expert advice where appropriate.

- I will be an active trustee, making my skills, experience and knowledge available to YMCA Cornwall and seeking to do what additional work I can outside trustee meetings, including sitting on sub-committees.

- I will respect organisational, board and individual confidentiality, while never using confidentiality as an excuse not to disclose matters that should be transparent and open.

- I will develop and maintain a sound and up-to-date knowledge of YMCA Cornwall and its environment. This will include an understanding of how YMCA Cornwall operates, the social, political and economic environment in which it operates and the nature and extent of its work.

- I will use YMCA Cornwall's resources responsibly, and when claiming expenses will do so in line with YMCA Cornwall procedures.

- I will seek to be accountable for my actions as a trustee of YMCA Cornwall, and will submit myself to whatever scrutiny is appropriate.

- I accept my responsibility to ensure that YMCA Cornwall is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.

MANAGING INTERESTS

- I will not gain materially or financially from my involvement with YMCA Cornwall unless specifically authorised to do so.

- I will act in the best interests of YMCA Cornwall as a whole, and not as a representative of any group – considering what is best for YMCA Cornwall and its present and future beneficiaries and avoiding bringing YMCA Cornwall into disrepute.

- Unless authorised, I will not put myself in a position where my personal interests conflict with my duty to act in the interests of the organisation. Where there is a conflict of interest, I will ensure that this is managed

effectively in line with YMCA Cornwall policy. I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.

MEETINGS

- I will attend all appropriate meetings and other appointments at YMCA Cornwall or give apologies. If I cannot regularly attend meetings, I will consider whether there are other ways I can engage with YMCA Cornwall.

- I will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything I do not understand, thinking through issues before meetings and completing any tasks assigned to me in the agreed time.

- I will actively engage in discussion, debate and voting in meetings; contributing in a considered and constructive way, listening carefully, challenging sensitively and avoiding conflict.

- I will participate in collective decision making, accept a majority decision of the board and will not act individually unless specifically authorised to do so.

GOVERNANCE

- I will actively contribute towards improving the governance of the trustee board, participating in induction and training and sharing ideas for improvement with the board.

- I will help to identify good candidates for trusteeship at YMCA Cornwall and, with my fellow trustees, will appoint new trustees in accordance with agreed selection criteria.

RELATIONS WITH OTHERS

- I will endeavour to work considerately and respectfully with all those I come into contact with at YMCA Cornwall. I will respect diversity, different roles and boundaries, and avoid giving offence.

- I recognise that the roles of trustees, volunteers and staff of YMCA Cornwall are different, and I will seek to understand and respect the difference between these roles. Where I also volunteer with the organisation I will maintain the separation of my role as a trustee and as a volunteer.

- I will seek to support and encourage all those I come into contact with at YMCA Cornwall. In particular I recognise my responsibility to support the chair and the senior staff member.

- I will not make public comments about the organisation unless authorised to do so. Any public comments I make about YMCA Cornwall will be considered and in line with organisational policy, whether I make them as an individual or as a trustee.

LEAVING THE BOARD

- I understand that substantial breach of any part of this code may result in procedures being put in motion that may result in my being asked to resign from the trustee board.

- Should this happen I will be given the opportunity to be heard. In the event that I am asked to resign from the board I will accept the majority decision of the board in this matter and resign at the earliest opportunity.

- If I wish to cease being a trustee of YMCA Cornwall at any time, I will inform the chair in advance in writing, stating my reasons for leaving.

Signed . . . . . .

Name . . . . . .

Date . . . . . .

The Nolan Principles –adapted for trustees

1. Selflessness

Trustees should act solely in terms of public benefit. They should not act in order to gain financial or other benefits for themselves, their family or their friends.

2. Integrity

Trustees should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role as a trustee.

3. Objectivity

In carrying out the business of the organisation, trustees should make choices based on merit.

4. Accountability

Trustees are accountable for their decisions and actions to their stakeholders and the public and must submit themselves to whatever scrutiny is appropriate to their role.

5. Openness

Trustees should be as open as possible about all the decisions and actions they take.

6. Honesty

Trustees should declare any private interests relating to their trusteeship and take steps to resolve any conflicts arising in a way that protects the public

benefit.

7. Leadership

Trustees should promote and support these principles by leadership and example.

PART 5

THE ROLE AND FUNCTION OF THE BOARD OF MANAGEMENT OF YMCA CORNWALL

The Board of Directors of YMCA Cornwall are an elected body of the membership. It is elected at the Annual General Meeting according to the Memorandum and Articles of the Association and is responsible for the planning, co-ordination and control and the operation of the YMCA.

It is the duty of EACH Board Member to ensure that YMCA Cornwall operates within its constitutional framework. A Board Member of a charity is bound by the Charities Act 1992 and acts as a MANAGING TRUSTEE.
Reference should be made to the leaflet 'Responsibilities of Charity Trustees' produced by the Charity Commissioners.

Terms of Reference for Boards of Directors

1. Terms of Reference

(a) The Board of Directors of YMCA Cornwall meet to plan, co-ordinate and control the operation of the Association within the framework of its Constitution.

(b) The lines of responsibility and authority are between Members of the Association meeting at the Annual General Meeting or at a Special General Meeting. The lines of Staff authority and responsibility are between the Chief Executive and Staff members.

2. Policy, Planning and Administration

(a) Policy determination shall be the function of the Board of Directors.

(b) Planning shall be the combined responsibility of the Staff of the Association and the Board of Directors.

(c) Administration of policy and plans shall be the responsibility of the Staff.

3. Duties of the Board of Directors

(a) To study the problems and needs of the community and plan programmes and services towards the meeting of those needs in accordance with the purpose of the YMCA.

(b) To represent the YMCA in the community, develop good community relations by active participation in community activities and organisations and inspire confidence in the Christian purpose, programme and services of the YMCA.

(c) To protect the properties and assets of the Association by reviewing and operating accounts. The Budget prepared by the Finance Group will be approved by the Board of Directors and, when approved, the Chief Executive will be responsible for operating within the budget limits, unless changes are authorised by the Board of Directors.

(d) To determine policy on programme and make decisions concerning the field of service and programme methods.

(e) To enlist the participation, support and leadership of those from either within the Association or from the community who are able to give their time and skills to further the work of the YMCA.

(f) To evaluate, on a periodic basis, the conduct of the Association's activities in accordance with established policy and procedure.

(g) To report through the Chairperson at the Annual General Meeting the affairs of the Association.

(h) To establish such Groups as may be deemed necessary for the conduct of the work of the Association and to issue Terms of Reference to those Groups, to receive their reports and evaluate the work of those Groups.

i) To appoint delegate(s) to the Executive Committee of the South West Region and to be represented on the Regional Area Forum.

(j) To hold such meetings as may be necessary to transact the business arising out of this policy.

4. Desirable Qualifications of Board Members

YMCA Cornwall is an association of members who work together to promote the Aims and Purposes of the YMCA Movement through responding to local community needs. At the centre of the life of YMCA Cornwall is the Board of Directors who are responsible for its properties, programme and continued growth. Board membership requires people with special skills and devotion to take on these responsibilities.
Consequently, those who accept membership on the Board need to understand the purposes of the YMCA and their implications for administrative procedures and programme activities.

While each local YMCA will try to have the membership of its Board broadly representative of the town or city in which it is located, members will not be chosen just because they represent a special group or a particular locality. Members will be chosen primarily because they are interested in the purposes and methods of the YMCA and because they are willing to help achieve those purposes.

Boards of Directors should comprise people who:

1. Are loyal, enthusiastic members of the YMCA who understand the Aims and Purposes of the Association and believe in them.
2. Are interested in people generally, young people in particular and eager to serve.
3. Enjoy a high reputation among his\her peers for the skills and the moral and ethical standards that characterise his\her life.
4. Will give time to the Board in particular and the YMCA in general.
5. Is able to work with his\her fellow Board Members and to make his\her own special contribution to the leadership of the YMCA.

6. Is prepared to assist the financial viability of the Association through the support of fund-raising efforts.
7. Is willing to learn the most effective ways of performing his\her responsibilities as a member of the Board.

It is unlikely that anyone will have all these qualifications when they are invited to become a member of the Board, however, they should have some of them and be willing to consider others.

OFFICERS OF YMCA CORNWALL

The Role of a Patron, Chairperson and Treasurer of YMCA Cornwall

The role of Patron of an Association is an honorary positions and performs a representative function on behalf of the Association in the community.

Officially the Chairperson chairs the Annual Business Meeting but is also involved with other special functions of the Local Association.

The Patron of YMCA Cornwall should be:

1. Of stature who can act as a standard bearer for the Association in the local community.
2. Of proven leadership in a number of fields, if possible, in the Christian community, business and education with a wide range of contacts.
3. Of sound judgement whom people will respect and who can be the final reference in a crisis.
4. Willing to help in developing a vision for the Association and the ways it can be expressed in action, both locally and regionally.
5. With an active concern for and understanding of the Movement.

Functions

1. To attend and chair the Association Annual General Meeting (fulfilled by Patron)
2. To be involved in the review, at least annually, of overall progress and give stimulus to thinking about the future.
3. To open doors and give advice as needed.
4. To attend or act as host for key events, as agreed.
5. To pass on relevant information and ideas that come to his/her attention.

Time Involvement

As much as the individual is prepared to give.

THE ROLE OF THE CHAIRPERSON OF YMCA CORNWALL

The Chairperson of YMCA Cornwall is elected from the Board of **Directors**. It is usual for the appointment to be an annual one, although this period can be longer and is determined by the Constitution. The role of Chairperson is crucial to the successful running of the Association.

It is the Chairperson, with the Board of **Directors** and full-time staff, who ensures that the Association operates as an effective YMCA fulfilling the Aims and

Purposes of the Movement and that it is working within the parameters laid down by its Constitution.

A Chairperson should be:

1. Someone who is committed to the Christian Aims and Purposes of the YMCA.
2. Someone who is a loyal and enthusiastic member of YMCA Cornwall but who is also interested, and possibly involved, with the promotion of the wider work of the YMCA.
3. Someone who is able, through example, to lead, motivate and encourage both Board Members and staff to ensure that the Association operates effectively within the community.

In this respect the responsibilities of the Chairperson are:

1. To ensure the effective running of YMCA Cornwall as outlined in the Constitution.
2. To monitor the financial control of the Association with the Honorary Treasurer.
3. To line manage the CEO and to ensure the effective line management of other Staff.
4. To ensure that the Association is represented Regionally and to maintain contact with the Regional Office.
5. To ensure that all management functions are being carried out effectively and within the requirements of the Charities Act, the Companies Act (if appropriate) and YMCA England.
6. To chair meetings of the **Directors** and to ensure that all relevant information is provided to Board Members to enable them to make appropriate decisions.
7. To represent YMCA Cornwall in the wider community or to ensure its representation by both the staff or Lay people involved with the Association.

THE ROLE OF THE TREASURER OF A LOCAL ASSOCIATION

The Treasurer is appointed annually by the membership of YMCA Cornwall at their Annual Business Meeting. The position is an honorary one and is vital to the effective running of the Local Association.

The Treasurer is involved with the Association's Finance Officer that the following financial elements are in place:

1. The preparation of the Association's annual budget.
2. The maintenance of the accounts during the year.
3. Monitoring and regularly reporting the financial position of the Association to the Board of **Directors** through the preparation of interim accounts, cash balances, anticipated items of expenditure, etc.
4. Advising the Board of **Directors** on the financial affairs of the Association, particularly ensuring that any expenditure is within budget and is not going to incur a deficit.
5. Maintaining any investment portfolio and with the relevant Committee (i.e. Executive and Finance Group) ensuring that the best return is made on any investments.

6. Ensuring that all bills are paid promptly and that cash income is banked regularly.
7. Arranging the annual audit of the accounts, preparing the books for audit and the returns to the Charity Commissioners and Companies House (if applicable).
8. Presenting the annual audited accounts to the Annual Business Meeting of the Association.

The following are desirable qualifications for a treasurer of YMCA Cornwall

1. A knowledge of the Christian Aims and Purposes of the YMCA.
2. An understanding and recent practical experience of financial management.
3. An understanding of accountancy procedures.
4. An understanding of banking procedures.
5. An understanding of investment procedures.
6. Experience of budgeting and the maintenance of financial records.
7. An understanding of computerised accountancy.

In an Association which has an Executive and Finance Group the Treasurer will usually act as Chairperson of that Committee. However, Associations may wish to appoint an alternative Chairperson in order to free the Treasurer of this additional task.

The Treasurer should be in regular contact with the Chief Executive and Finance Officer of the Association with regard to the financial affairs of the Association and should involve the Finance Officer in the budgeting and reporting process.

Group Members

1. To be committed to the Christian Aims and Purposes of the YMCA.
2. To make decisions conducive to the well-being of YMCA Cornwall.
3. To help with fund-raising.
4. To plan budgets and ensure that the Association funds are properly administered.
5. To work in partnership with the Professional staff.
6. To be an active participant in the work of the Association.
7. To create opportunities to recruit new members.
8. To ensure that staff employment legislation, supervision and appraisal are fulfilled.
9. To encourage the Association to become an active participant in Regional, National and International affairs of the YMCA.
10. To consider the wellbeing and welfare of all staff.
11. To encourage all staff to participate in relevant training.

A "CHECKLIST" OF DESIRABLE QUALIFICATIONS FOR GROUP MEMBERS:

(Note: these stem from the nature of the YMCA and are not set down constitutionally.)

1. They are a loyal, enthusiastic member of the YMCA.
2. They enjoy a good reputation among his/her professional or business colleagues and among his/her neighbours.
3. They are interested in young people.
4. They are able to commit an amount of time and, if applicable, financial

support, to the Local YMCA and is encouraged to identify and persuade others to do the same.
5. They have abilities and skills that are useful in the work of the YMCA.
6. They know how to get along happily with other people.
7. They are willing and able to learn.

Executive and Finance Group:

<u>Objectives</u>

It shall be the function of this Group to plan, control, supervise and generally administer the financial affairs of the Association and other matters referred to it by the Board of Directors giving particular attention to the following:

GENERAL OBJECTIVES

Finance Objectives

Functions

- Preparation and control of the annual budget.
- Establishment of financial procedures and statements of good practice on the Association's financing.
- Providing reports of the financial operations to the Board of Directors and report to the Annual General Meeting of the Association.
- Planning for the long-term financing of the Association.
- Providing for the maintenance of daily, monthly and annual financial reports and records as may be determined from time to time.
- Evaluating as frequently as necessary the financial structure of the Association and making recommendations respecting the same to the Board of Directors.
- Advising the Board of Directors of the insurance needs of the Association.
- Establishing such business procedures as may be necessary.
- Assuming responsibility for the annual inventory of the furnishing and equipment of the Association.
- Taking responsibility for the investment policies of the Association.

Programme Objectives

To ensure that a balanced programme of activities, in keeping with the YMCA Aims and Purposes, is provided for the benefit of the members and residents of the Association.

- To ensure that a balanced programme is on offer at the YMCA for the residents and members of the Association, taking into account age, sex, sports, disabled, social, etc.
- To ensure that the programme fulfils the YMCA Aims and Purposes giving a balanced approach to body, mind and spirit.
- To organise the activities and other events as the opportunity arises
- To control the finances of the Association's programme.
- To monitor the Association's membership levels.
- To monitor and asses the effectiveness and usage of each of the programme activities.

- To make recommendations to the Board of Directors regarding any proposed change in policy and for approval for large items of expenditure (over £5000).
- To keep the Board informed of the work of the Committee and gaining the commitment of its members for the running of the programme where practical.
- To ensure that the relevant training is provided for the Staff and Volunteers.

Support Marketing and PR Objectives

To ensure that YMCA's Aims and Purposes are as widely known and understood as possible in the Churches and in the community as a whole and that support and membership is maintained and increased.

- To maintain a list of all Churches and their Ministers within the area.
- To establish and service links with individual Ministers and Churches.
- To disseminate regular information to specific contacts within the Churches.
- To relate to the Councils of Churches and fraternals as appropriate.
- To review publicity and advertising style, targets, impact and to co-ordinate a strategy of press releases regarding newsworthy activities of the Association which represent adequately its Aims and Purposes.
- To make recommendations to the Board of Directors of YMCA Cornwall's involvement in "Churches Together in Penzance".

Residential Objectives

To ensure that the best possible use is made of Residential Accommodation and that standards are maintained with regard to catering, cleaning, fabric, etc.

- To ensure that the fabric of the building is kept to an acceptable standard.
- To make recommendations to the Board of Management regarding any changes of policy regarding operations and to seek approval for items of expenditure from the Finance and Executive Committee.
- To ensure that the standard of the contract cleaning is maintained and improved where possible.
- To ensure that all fire regulations are adhered to regarding the statutory requirements of the fire certificate for the building.
- To ensure that all relevant staff attend at least an annual training session to review, and update where required, relevant procedures.

Development Objectives

To co-ordinate the planning, financial and legal aspects relating to any future property development associated with YMCA Cornwall.

- To consider, according to the YMCA's development brief, appropriate sites for YMCA Cornwall expansion.
- To enter into preliminary discussions on potential sites, regarding terms and conditions of sale or lease.
- To appoint an Architect, in conjunction with the development brief, to carry out a feasibility study on a site which matches the brief.

- To undertake a feasibility study on the current freehold site pending the appointment of an Architect or Valuer as considered necessary.
- To liaise with the Association's Trustees, the Charity Commissioners and Solicitors regarding the development process.
- To liaise with appropriate Local Authority/County Planning Authorities.
- To make regular reports to the Board of Directors regarding the development progress.

Health and Safety Information for Trustees

The information contained within this document has been produced for your guidance and outlines some of YMCA Cornwall's on-house health and safety procedures that may affect you.

YMCA Cornwall's General Statement of Health, Safety and Welfare Policy

YMCA Cornwall recognises that good health and safety management supports the delivery of our services to our clients.

YMCA Cornwall is committed to providing and maintaining a healthy and safe working environment for all its employees, and in ensuring that their work does not adversely affect the health and safety of other people such as service users, visitors and contractors.

In order to achieve this aim, YMCA Cornwall has the following key objectives:

- as a minimum, to comply with requirements of relevant legislation;
- to identify hazards (the potential for harm), assess risks (the likelihood of that harm being realised) and manage those risks;
- to ensure that employees (and others as appropriate) are adequately informed of the identified risks and where appropriate receive instruction, training and supervision;
- to consult with employees on health and safety matters;
- to provide and maintain safe and healthy premises and work equipment;
- to ensure that employees are competent to do their tasks, providing training where necessary;
- to ensure that contractors are competent to manage the health and safety aspects of their work;
- to ensure that contractors are competent to manage the health and safety aspects of their work;
- to maintain appropriate health and safety management systems and arrangements;
- to monitor and review the effectiveness of the safety management systems and arrangements and where appropriate implement improvements.





Signed: Chair of YMCA Cornwall Chief Executive

Date: 12 February 2025

Organisation and Responsibilities

The Board and Chief Executive have overall responsibility for considering proposed changes to YMCA Cornwall's Health and Safety Policy.

The Chief Executive has overall responsibility for ensuring that the Health and Safety Policy is implemented effectively by Managers.

The Board shall:

- Provide strategic direction and endorse corporate health and safety strategies.
- Ensure that robust health and safety management systems, arrangements and organisation exist.
- Support the Chief Executive in meeting their safety responsibilities for the organisation as a whole.

Managers are responsible for:

- identifying the hazards and relevant legislation applying to their activities and assessing the associated risks;
- planning and implementing arrangements to eliminate or control significant risks and to comply with the relevant legislation;
- monitoring the above arrangements to ensure that they are working effectively;
- recording the significant findings of their risk assessments in an appropriate manner;
- ensuring their staff are competent in health and safety management techniques;
- ensuring that staff are involved and consulted on relevant health and safety matters in good time and ensure that their views are considered;
- obtaining health and safety advice and assistance from the Human Resources Manager where necessary;
- reporting to the Human Resources Manager, any situation where the standards set out in the General Statement of Health and Safety Policy cannot be implemented.
- monitoring the implementation of health and safety policies and procedures;
- providing health and safety training and instruction;
- receiving accident and incident reports, investigating as appropriate, and implementing measures to reduce or eliminate the residual risk.

All employees are responsible for:

- taking reasonable care of their own health and safety and that of others affected by their acts or omissions;
- co-operating with their manager so far as is necessary to enable the risks to be controlled and achieve compliance with relevant legislation;
- using all work equipment and substances in accordance with the instruction and training received;
- not intentionally misusing anything provided in the interests of health, safety and welfare; and
- reporting to their supervisor or manager any health and safety problem which they cannot deal with themselves or any

shortcoming they consider to be in the health, safety and welfare arrangements.

HR & Corporate Governance Lead

In order to assist YMCA Cornwall, the HR & Corporate Governance Lead will provide competent advice and make recommendations to the Board:

- on the development of the health and safety strategy, policies, procedures and implementation plans.
- And keep them up to date on developments in health and safety legislation and practice.

Employee Consultation

Employees will be consulted with regard to the arrangements to control significant risks and to comply with the relevant legislation. This will be done informally by managers and team leaders in the workplace and formally through the YMCA's HR Committee where health and safety will be an item on agendas.

Monitoring and Review of YMCA's Health and Safety Performance

Reports will be presented to the Board by the HR & Corporte Governance Lead summarising the results of any monitoring activities carried out, reviewing the injuries/incidents reported and recommending any actions for improving performance.

The above is an extract from the Health and Safety Policy issued to all employees of YMCA Cornwall and signed by the Chair of Trustees annually.

Others Procedures that may affect you:

Accident Reporting

Any accident or near miss, regardless of its severity, must be entered in the Accident Reporting Book as soon as is practicable. The Accident Reporting forms are held by Reception as well as being available to download from Everyone Shares. Any incident in which damage is caused to YMCA property or that of a customer must also be reported to reception.

Contractor Safety

Contractors Safety is detailed in the Contractors Handbook which must be adhered to at all times. Any deviation from the rules given in the Contractors Handbook may result in their exclusion from the premises. Should you see a contractor working in an unsafe manner on the premises, please inform one of the following people; the HR and Corporate Governance Lead, Chief Executive Officer or Head of Operations.

Electrical Safety

Electrical equipment must be visually examined before use for obvious defects. Equipment with loose wiring, damaged plugs or cable/flex should be immediately taken out of service and a complete repair by a competent person conducted. Portable and fixed equipment is subject to statutory testing and maintenance by

a competent person. This is organised on a regular basis by the Supported Housing Manager. You should not bring any equipment into the building for use unless it has been checked and approved for use.

Fire Safety Arrangements

Fire evacuation procedures are displayed throughout the site. The building at Penzance has zonal alarms. Should you here an alarm in any of the buildings, please evacuate to the car park at the front of the building.

First Aid Arrangements

A list of First Aiders and their contact details is displayed on notice boards and on Everyone Shares. A first aid kit is available in Reception.

Housekeeping

All working areas must be kept clear and in a clean and tidy condition by disposal of all rubbish and waste materials within the working area using the facilities provided. Please report any spillages to reception who will ensure they are dealt with as soon as possible.

Smoking Policy

YMCA Cornwall operates a no smoking policy on all of its premises and in vehicles when transporting a non-smoker. This includes the use of vaping devices.

Visits to Other Premises and Sites

Trustees may have to visit other premises and sites on occasion. Some of these sites may have hazards of their own which are not immediately obvious. Please comply with any instructions given to you by the premises/site owner. In some cases, it may be necessary to issue protective clothing (such as a hard hat) for your use. Please use equipment provided where instructed to do so.

Trustees' Personal Safety

A Trustee's personal safety is just as important as an employees' personal safety. Although most meetings take place during the day, there may be a requirement to attend a meeting that goes on into the evening when it may be dark (depending on the time of year). As with day-to-day life, all situations should be judged on their merits but the following checklist gives a brief guide of considerations to be made:

1. <u>Be Alert at All Times</u>

    - Try to anticipate risks
    - Be aware of your surroundings and of any potential hazards
    - Look confident
    - Trust your intuition and act on it.

2. <u>Whilst Walking</u>

    - Try not to carry large sums of money

- Always carry your personal alarm in your hand if you have one
- Keep to well-lit roads and pavements where possible, avoid alleys, subways or dangerous shortcuts after dark.
- On narrow or rural roads, walk on the right facing the traffic
- If someone grabs your bag, let it go
- Be aware of stationary vehicles with the engine running and someone sitting in them
- Have your keys ready for your door or car to avoid unnecessary fumbling.

3. Whilst Driving

Apart from the obvious pre-checking of tyres, petrol/diesel, water, etc:

- Park in well-lit areas wherever possible
- Keep valuables out of sight in the boot (especially in stop/go traffic)
- Don't pick up hitchhikers.

Should you require any further specific information, please do not hesitate to contact the HR & Corporate Governance Lead.

YMCA

Here for young people
Here for communities
Here for you

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

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE