

Mission 25 Charter

Agreement of expectations 2023



This Charter will be adapted and agreed by all parties through the Mission 25 Summit process –changes may be made to this document before it is finalised. Our aims are that involvement in Mission 25 will be:

- **Simple and clear**
- **Low time commitment**
- **Win-win for all involved**

We recognize the following dynamics of co-operation that mean Mission 25 needs to be at the same time:

- **Top-down**
- **Bottom-up**
- **Organization-wide**

Our Values underpin the expected way we approach every interaction:

- **Championing respect for all** – irrespective of role
- **Showing compassion** – especially given high workloads
- **Inspiring growth** – being solution-focussed

Expectations: **Ambassadors**

Ambassadors can expect to:

- Help shape One YMCA's strategy and steer the direction of their concept
- Help to keep One YMCA accountable for agreed objectives
- Build connections with people and workstreams outside of their day-to-day work
- Enjoy an opportunity for personal and professional development
- Be supported and updated by their Concept Champion

Ambassadors are expected to:

- Prioritise Mission 25 Concept meetings (typically a 2 hour meeting every quarter)
- Respond to emails from your Concept Champion, and let them know if they want to step back from being an Ambassador
- Champion your concept wherever possible in your day-to-day work

Please note: The role of Ambassadors will vary between concepts - in some concepts, ambassadors may also get involved in the delivery of objectives.

Expectations: **Concept Champions**

Concept Champions are a type of Ambassador, with some additional roles...

Concept Champions can expect to:

- Spearhead the cause of the Concept they are a part of
- Be supported by the Mission 25 Development Manager, with regular Concept Champion meetings (quarterly?), one-to-ones (quarterly?), and ad hoc contact as needed
- Be supported by their SLT coach, with regular one-to-ones (quarterly?), and ad hoc contact as required

Concept Champions are expected to:

- Organize concept meetings – helping set agendas, facilitate them well, ensure notes are taken and shared, and give advanced notice to all involved
- Communicate with ambassadors any developments, and be available to support and respond to ambassadors between meetings
- Work with the Mission 25 Development Manager on some additional tasks, including quarterly update of the One Pager, helping collect data, and inputting into relevant communications or meetings

Please note: Concept Champions are not expected to line-manage their Ambassadors – just communicate well. If people drop out or don't turn up to meetings then that is not their responsibility.

Expectations: Mission 25 Development Manager

Mission 25 Development Manager can expect:

- Support from line-manager and SLT coach
- Clear expectations of what's required for reporting e.g. for Trustee committees
- Space within SLF, managers Forums, and Trustee meetings to discuss Mission 25

Mission 25 Development Manager is expected to:

- Support Concept Champions in their role
- Be accountable for Mission 25 KPIs and data reporting
- Ensure clear ongoing communication to all stakeholders in Mission 25 – oiling the cogs and inspiring growth

Expectations: ELT

ELT can expect:

- To have strategic objectives incorporated into Mission 25 Concepts whenever possible
- To receive accurate and timely updates on the development and impact of Mission 25 Concepts
- To be able to ask Mission 25 Development Manager any questions about Mission 25 at any point

ELT are expected to:

- Be accountable for any Mission 25 KPIs that fall within their workstream, including them in their Annual Performance Reviews
- Keep Mission 25 as a focus in strategies, discussions and meetings, and actively support their SLT in the delivery of Mission 25 objectives
- Communicate any developments that will impact specific concepts (e.g. a new commission or project) via the SLT Coach, Head of Christian Mission, or Mission 25 Development Manager
- Listen, consider and respond honestly to any input given by Mission 25 concept groups

Expectations: SLT

SLT can expect:

- To help shape Mission 25 KPIs so that they're mutually beneficial
- Clear channels of communication between ambassadors and SLT
- Advance notice and clarity around the nature of impact data collection required

SLT are expected to:

- Be accountable for Mission 25 KPIs that fall within their workstream, including them in their performance management targets
- Keep Mission 25 as a focus in strategies, discussions and meetings, and actively support their teams to get involved
- Provide data for KPIs that fall within their workstream in a timely fashion
- Listen, consider and respond honestly to any input given by Mission 25 concept groups

Expectations: SLT coaches

SLT coaches can expect:

- Coaching training (provided externally)
- Support from the Mission 25 Development Manager

SLT coaches are expected to:

- Meet with their Concept Champion regularly (e.g. an hour every quarter) to offer support and focus around KPIs
- Respond to Concept Champion between meetings, helping where possible
- Represent the concept within SLT – championing the cause, feeding in developments, holding other SLT members to account for agreed objectives

Expectations: Trustee sponsor

Trustee sponsors can expect

- To be invited to concept meetings as an ambassador, receive minutes, and be kept in the loop with developments
- To be able to meet with the Concept Champion to understand more, and ask any questions they may have

Trustee sponsors are expected to

- Give updates and raise awareness of the concept in trustee meetings

Expectations: Line-managers

Line managers are expected to:

- Support staff who want to become involved in Mission 25 (e.g. to be an ambassador, to do Mission 25 hours or join internal connect groups), and help to free up the required time whenever this is possible around their job role
- Initiate relevant discussions around Mission 25 concepts within their team meetings and one-to-ones

Line managers can expect to:

- Have clear information and resources regarding Mission 25, and to know who to ask if they have any questions
- Enjoy the benefits of a more highly connected and motivated team 😊