

YMCA

Here for young people
Here for communities
Here for you

Get on Board

YOUNG TRUSTEE PROGRAMME

HANDBOOK 2023



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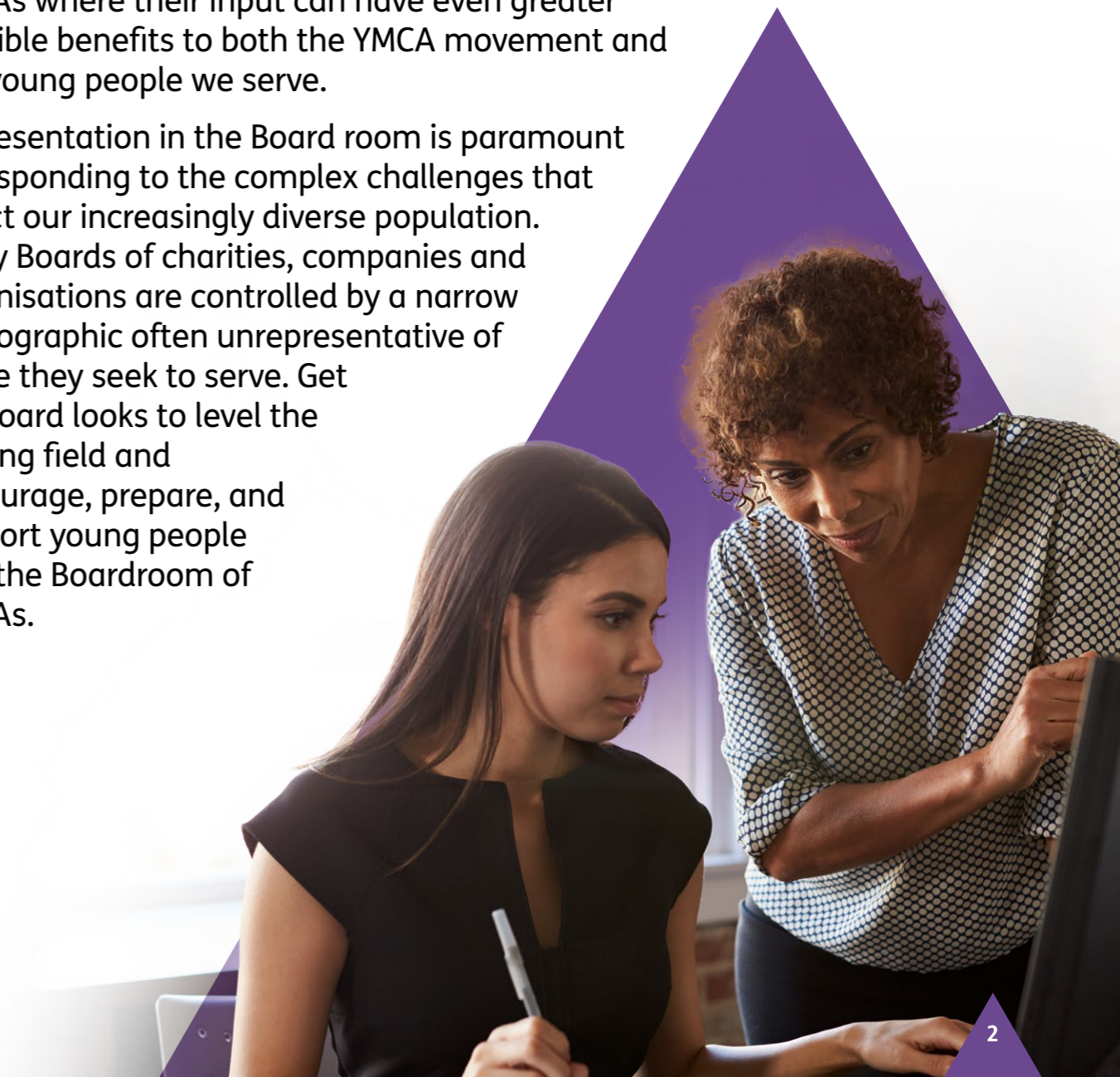


Introduction

YMCAs have always delivered activities that benefit young people. Over time there has been a positive shift towards programmes that not only benefit young people but are designed for young people by young people. Valuing and actively seeking young people's voices at every stage of planning, delivery and evaluation of our activities and services ensures they are tailored to and relevant for young people. As well as this it empowers young people to feel that they belong, can contribute in a meaningful way and through this thrive and grow.

The next natural extension to youth led programmes is to bring young people's voice, viewpoint, and ideas directly to the Board rooms of YMCAs where their input can have even greater tangible benefits to both the YMCA movement and the young people we serve.

Representation in the Board room is paramount to responding to the complex challenges that affect our increasingly diverse population. Many Boards of charities, companies and organisations are controlled by a narrow demographic often unrepresentative of those they seek to serve. Get On Board looks to level the playing field and encourage, prepare, and support young people into the Boardroom of YMCAs.



Get On Board Context and Purpose

Being a Trustee is a challenging and important role. Trustees hold complex regulatory, legal, and fiduciary responsibilities and are often subject to decision making pressures increasingly critical in today’s climate. Get On Board recognises that becoming a Trustee, particularly without significant work and life experience, requires a period of training and upskilling. This will support young Trustees to grow in both confidence and knowledge so they can truly belong and contribute to all matters of YMCA governance – from safeguarding through to long-term financial plans.

Get On Board is a project funded by the Central and Anglia Trust Fund and delivered by a partnership led by One YMCA that seeks to:

- ▶ Attract and support young people (aged 18-30) to become effective YMCA Trustees
- ▶ Resource and prepare YMCAs to be welcoming, accessible recipients of younger Trustees
- ▶ Provide young Trustee training mapped with evidenced learning outcomes and a suite of micro credentials
- ▶ Create supportive peer networks both for participating young people and YMCA Trustee mentors
- ▶ Create a financially self-sufficient legacy model of young Trustee training beyond the project



Objectives and Targets

To ensure the success of this ambitious project, culminating in more than 100 young Trustees being in place across the YMCAs by 2027, the following objectives and indicators have been assembled for the overall project.

Objective	Targets	Evidence
Experience and skills-based development for the young Trustees	Young Trustees report a 20% uplift in skills and experience	Before and after survey with paired outcomes for young people.
Attract, support and train 120 unique young people with the skills to be effective YMCA Trustees	2024 Target – 12 2025 Target – 20 2026 Target – 30 2027 Target – 30 2028 Target – 30	Progress updates Micro Credentials Course attendance records Post completion Companies House records
Resource and prepare 50 YMCAs to be welcoming, accessible recipients of young Trustees	2024 Target – 6 Year 2 Target – 10 Year 3 Target – 15 Year 4 Target – 15 Year 5 Target – 15	
Deliver proven governance training that leads young people to achieve accredited outcomes	Young people complete the entirety of the course to secure accreditation	Micro Credentials Course attendance records Benchmarked course SCQF
Create supportive peer relationships between a large cohort of young YMCA Trustees	50% of participants regularly attend peer networks	Attendance records Before and after survey with paired outcomes for young people
Retention of 50 young people within YMCA governance	Young Trustees involved with YMCA governance after 3 years of starting the programme	Progress updates Companies House Records
A financially self-sufficient legacy model of young Trustee training beyond the project	Establish a project that is sustainable based on payments per young person and Trustee mentor	Financial projections

Partnership Organisations

YMCA Central and Anglia Trust Fund

YMCA Central and Anglia Trust Fund promotes the general purposes of the work of the YMCA movement, in accordance with the rules and principles from time to time approved and adopted by the National Council of YMCAs. They provide grants to YCMAs for the direct benefit of young people aged 9 – 25. The area of benefit for the Fund is the current Central Region of YMCAs. YMCA Central and Anglia Trust Fund is the project sponsor and has committed to funding the initial 2 years of the programme.

One YMCA

One YMCA provides a range of social housing, sports, health & wellbeing, children's services, youth and community activities within Hertfordshire, Buckinghamshire, Bedfordshire and beyond for the benefit of local people and communities. With a turnover exceeding £15 million and over 400 staff, One YMCA is committed to making a difference in the local area through the services it delivers and the partner organisations it works with.

One YMCA is the lead partner for the Get On Board project, holding overall responsibility for the project success and ensuring the successful completion of the aims and objectives through the key performance indicators. One YMCA provides the central coordination of Get On Board, and through their Christian Mission Team, leads on the Authentic Human Connection elements of the training programme.

YMCA Scotland

YMCA Scotland is the national voice for 28 local YMCAs across Scotland, working with over 10,000 children and young people every week. YMCA Scotland's mission is to empower young people and communities to build a just, sustainable, equitable and inclusive Scotland, where every person can thrive in body, mind and spirit.

YMCA Scotland designed and developed Full Board which is the framework and accredited learning outcomes on which Get on Board has been developed. The learning platform will be hosted by YMCA Scotland who will also issue the micro-credentials to Young Trustees engaged in the programme.

A Little More Human

Formed in 2019, A Little More Human has researched, designed, developed, and delivered projects across the globe for multiple multinational fortune 500 companies, local and national government departments, and local charity sector organisations. They create high levels of learner commitment and engagement using a mix of evidence-based approaches, reflective practice, and empathic interaction fuelled activities/content.

A Little More Human is an organisation responsible for developing the overall course content and ensuring it remains benchmarked against the SCQF framework.

Partner YMCAs

YMCA is the largest and the oldest youth charity in the world. YMCAs will be invited to participate in the Get On Board programme as partner YMCAs.

Each YMCA that chooses to participate in the project will recruit and support young Trustees to engage in the programme and provide space for them on their Boards. They will also commit to the programme by providing local mentoring from an existing Trustee.



Key Roles and Responsibilities

Get On Board Coordinator

Organisation - One YMCA

RESPONSIBILITY The Get On Board Coordinator will take overall responsibility for the smooth running of the programme ensuring participants are aware of responsibilities, schedules, and networks. Their role will include:

- ▶ Managing central communications
- ▶ Budget oversight
- ▶ Provision of marketing templates and brand guidelines
- ▶ Organising and hosting Young Trustee networks
- ▶ Coordinating the residential programme
- ▶ Creation of annual surveys, reports, and progress updates

Young Trustees

Organisation - Partner YMCAs

RESPONSIBILITY Young Trustees are young people aged 18-30 who want to become full Trustee members of YMCA Boards. They will attend the training programme and show the same commitment to the Trustee process in their YMCA as every other Board member. They will:

- ▶ Attend all aspects of the Get On Board programme
- ▶ Attend and contribute to Young Trustee networks and YMCA inductions
- ▶ Provide feedback on the programme to the Get On Board Coordinator as required
- ▶ Participate in a mentoring relationship with the Trustee Mentor
- ▶ Attend relevant YMCA Boards and Committees in agreement with their partner YMCA

Trustee Mentor

Organisation - Partner YMCAs

- RESPONSIBILITY**
- ▶ Attend relevant parts of the residential element of the Get On Board programme
 - ▶ Attend Trustee Mentor networks
 - ▶ Provide feedback to the Programme Coordinator as required
 - ▶ Commitment to the mentoring relationship with the Young Trustee
 - ▶ Commitment to attend relevant YMCA Boards and Committees supporting the Young Trustee with their involvement
 - ▶ Feed back to their YMCA and troubleshooting any local challenges for Young Trustee engagement

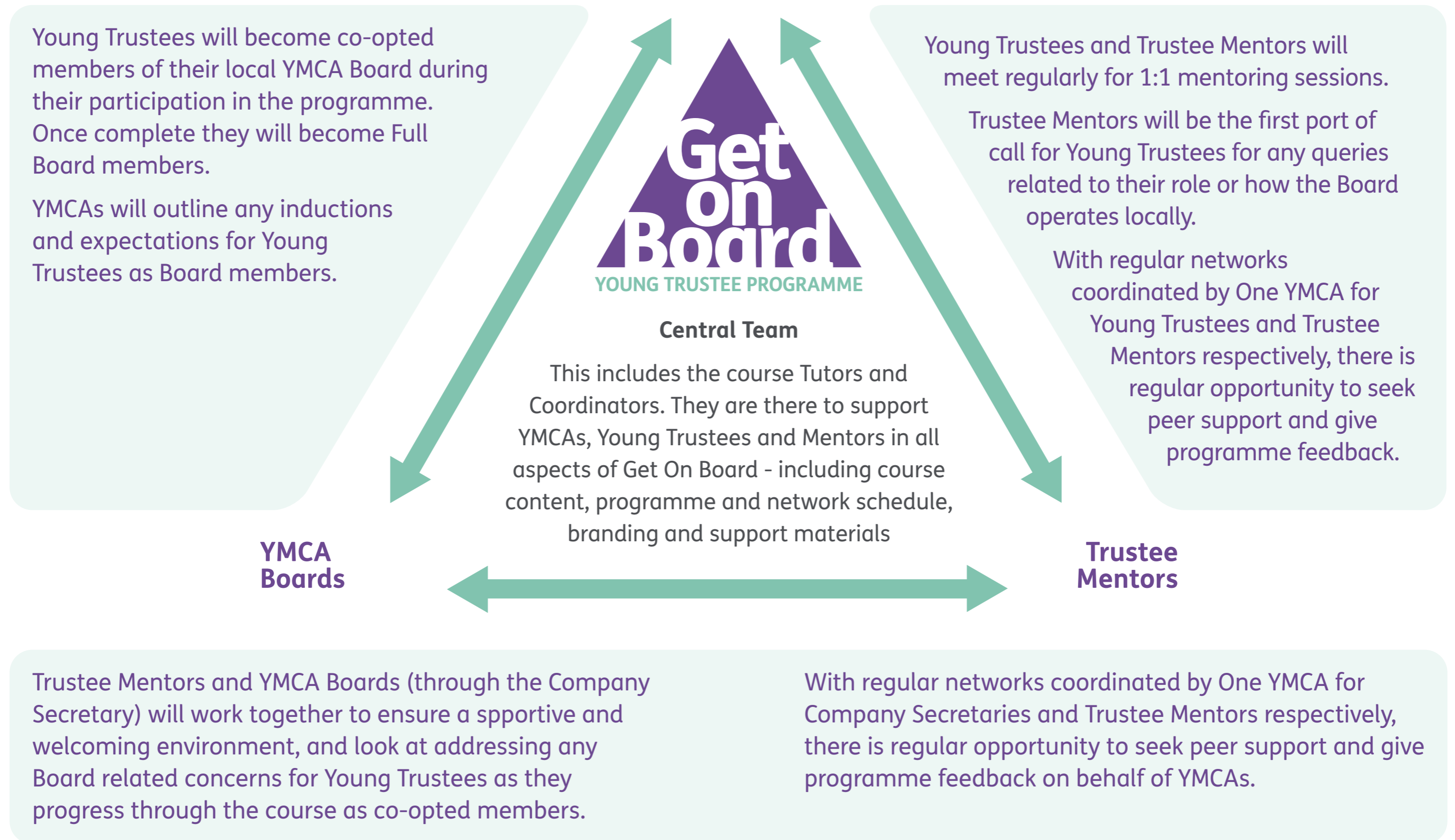
Company Secretary

Organisation - Partner YMCAs

- RESPONSIBILITY**
- ▶ Alongside the Trustee Mentor, troubleshoot any local challenges for Young Trustee engagement
 - ▶ Attend Company Secretary networks hosted by One YMCA
 - ▶ Liaise with their YMCA Board to ensure they are providing a welcoming and supportive environment for the Young Trustees



Relationship Diagram



Young Trustee Offer

What Young Trustees can expect from Get On Board

- ▶ A warm welcome and induction from your YMCA
- ▶ A bespoke training package over a period of 6 months
- ▶ Opportunity for regular attendance at Board meetings as a co-opted Trustee
- ▶ Access to an online learning portal and evidence of your learning through a set of micro credentials
- ▶ Regular support and 1:1s from an experienced Trustee Mentor from your YMCA
- ▶ Regular networks with other young people engaged in the Get On Board programme
- ▶ Full Board membership at your YMCA upon completion of the programme
- ▶ Accommodation, travel, expenses, and food costs for the residential elements of the programme

What Get On Board expects from Young Trustees

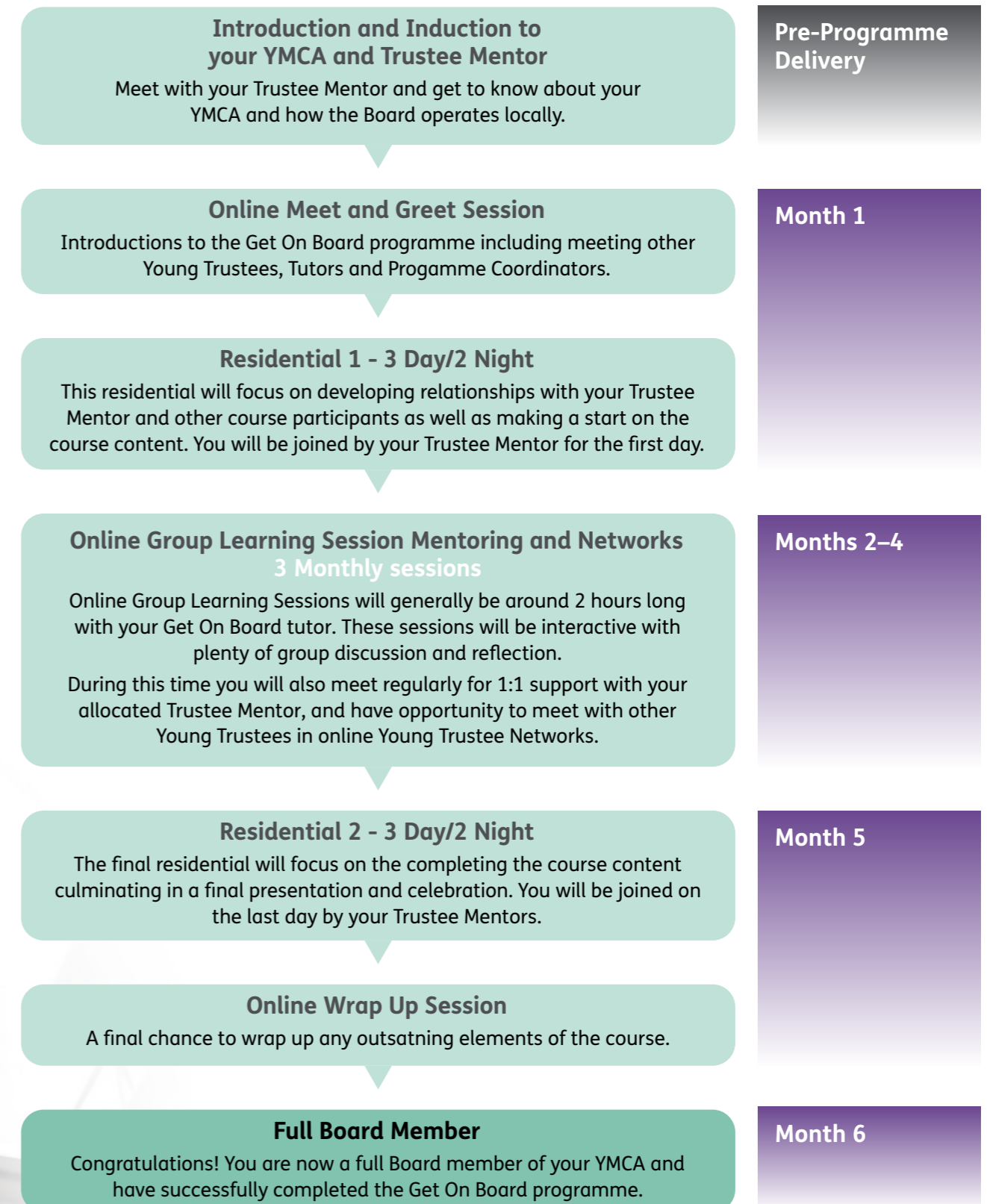
- ▶ A positive attitude and willingness to learn and ask questions
- ▶ Attendance at all aspects of the training programme – both online and in person
- ▶ Attendance at Board meetings as agreed with your YMCA whilst a co-opted member
- ▶ Regular engagement with peer networks and mentoring with your Trustee mentor
- ▶ Commitment to becoming a full Board member upon successful completion of the course



Get On Board Journey- Young Trustee

Activity

Timeline



YMCA Offer –

What YMCAs can expect from Get On Board

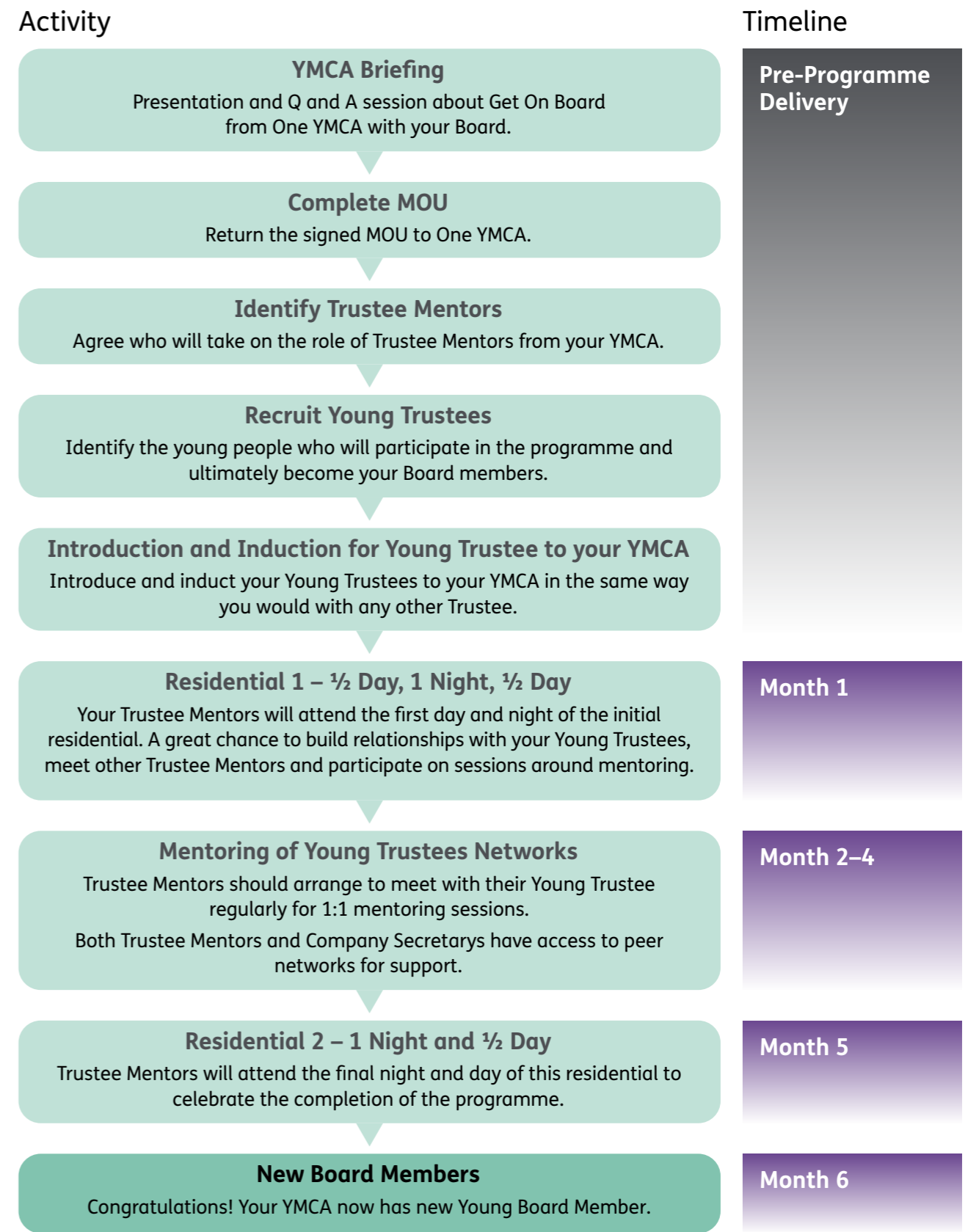
- ▶ An introductory presentation around Get On Board to your YMCA
- ▶ Marketing materials and a dedicated webpage to support recruitment of Young Trustees
- ▶ Preparation for mentoring for Trustee Mentors at the initial residential
- ▶ Trustee Mentor and Company Secretary network with other YMCAs engaged in the programme
- ▶ A full training programme and suite of learning outcomes for your Young Trustees
- ▶ Accommodation, travel, expenses, and food costs for the residential elements of the programme for your Trustee Mentor

What Get On Board expects from YMCAs

- ▶ A YMCA and Trustee Board supportive and committed to the Get On Board programme
- ▶ Attendance of Trustee Mentors at elements of the residential programme
- ▶ Availability of Trustee Mentors for 1:1 support and mentoring at least monthly with Young Trustees engaged in the programme
- ▶ Attendance of Trustee Mentors and Company Secretaries at respective peer networks
- ▶ Early communication of any issues or concerns around YMCA involvement in Get On Board
- ▶ Space on the Board for the Young Trustees upon completion of the course as full Board members



Get On Board Journey- Partner YMCA



Programme Outline

The Get On Board programme is put together to support young people's journey to becoming full Board members at their YMCA. The course and learning materials for the programme have been created in small bitesize chunks using relational, interactive, and reflective methodologies. Elements of the course will be delivered during the residential parts of the programme (around 40%) whilst the remainder will take place during online sessions. The Get On Board programme has been developed in a way that all elements can be adapted to work in either face to face or online environments depending on the needs of each cohort.

UNIT 1 Introduction to the YMCA & Organisational Governance Learning Outcomes

1. Identify and collate the essential policies and documents that govern the organisation
2. State clearly the essential roles and responsibilities within, and of a Board of Management
3. Understand the global movement – scope, scale, and relationships between different entities
4. Participate in and reflect on a Mentoring relationship
5. Create a Personal Development Plan

UNIT 2 Understanding Planning & Fundraising Learning Outcomes

1. Use a Needs Assessment to plan relevant activities
2. Produce a strategic plan for a YMCA based on a case study
3. Complete a funding application using a given template
4. Read and understand a budget and set of accounts
5. Apply a quality review process to a local association

UNIT 3 Understanding Organisational Policies & Procedures Learning Outcomes

1. State the relevant legal and statutory policies & procedures essential to YMCA operations
2. Demonstrate learning of basic employment law and practice
3. Demonstrate the skills and knowledge necessary to recruit and employ staff and volunteers
4. Effectively deliver a presentation to a group

UNIT 4 The Political & Organisational Context Learning Outcomes

1. Demonstrate learning of the political framework locally, nationally and at a European level
2. Demonstrate knowledge of how to manage a YMCA in the context of the third sector in your own nation
3. Deliver a presentation and contribute at a YMCA national event
4. Engage and learn from the wider YMCA movement nationally and internationally

Authentic Human Connection

The Authentic Human Connection training is a model developed by One YMCA and Deepr to enable participants to become even more accomplished in their relational skills and approach in groups and in teams – supporting a better quality of work, collaboration, wellbeing, and community impact.

The training has been developed through an extensive design-led research process and draws on the expertise of a wide range of One YMCA staff, volunteers, and service users. The training empowers participants to become even more intentional in the way that they bring authentic human connection to their work and lives. When people enjoy lots of authentic connection with others, they're happier, healthier, they give more of themselves, work harder, play better; in short, they thrive.

The Get On Board Programme has elements of the Authentic Human Connection training woven into it, including self-reflection and short practical individual and group activities to explore self-awareness and develop intentional connection with others involved in the programme – whether that is peers, mentors, facilitators, or the wider network.

Both Trustee Mentors and Young Trustees will have an opportunity to engage in an AHC immersion day at the initial residential to kickstart the development of that relationship, which will be a crucial enabler for a successful Get On Board programme.

Find out more about



Brand Guidelines

Logos

There are two main logos to be used with this programme:

- ▶ **The Get on Board triangle**
- ▶ **The YMCA England and Wales purpose logo**

The Get on Board Triangle

This has been designed using the key YMCA brand device of the triangle. This shape with its three sides symbolises the core YMCA values of BODY, MIND and SPIRIT. We strive to inspire each person we meet to nurture their body, mind and spirit, and to realise their full potential in all they do. We also hope to see people BELONG, CONTRIBUTE and THRIVE. The upward pointing triangle suggests dynamic upward movement. The Logo has three colourways, which can be used to suit different coloured backgrounds: purple & teal, grey, and white & teal. Clear space should be left around the logo. This space should be equivalent to the width of the letter B in Board. The Get on Board Triangle should be the dominant logo on assets.



The YMCA England and Wales purpose logo

This logo stands for YMCA and everything we represent. That means everything to do with who we are, what we do, and why we do it.

Use of this logo should follow the guidelines from YMCA England and Wales, but for the Get on Board programme it is appropriate for this logo to appear in a prominent position on all assets.

It should be used in either grey or white formats



Fonts

The font for this programme is FS Me. This is the core font of YMCA England and Wales.

When this font is unavailable Verdana, a system font, can be used instead.

FS Me Light
FS Me Regular
FS ME Bold
FS Me Heavy

FS Me Light Italic
FS Me Italic
FS ME Bold Italic
FS Me Heavy Italic

Verdana Regular
Verdana Bold

Verdana Italic
Verdana Bold Italic

Colours

The colour palette for this programme is inherited from the YMCA England and Wales colours for Training and Education:

Teal and Purple.

There is also a third - grey colour, which is also part of the colour palette of YMCA England & Wales. This can be used at full strength, but also as a tint, should a pale grey be needed.

Experience has shown that using the RGB colours for print, and allowing design applications to convert the colours produces good consistency without specifying separate CMYK values.



R=129 G=195 B=175
#81c3af



R=108 G=72 B=1745
#6c4891



R=77 G=79 B=83
#4d4f53

Triangles

Equilateral triangles can be used on layouts to enhance and emphasise the upward pointing logo.

Using triangles in the two key colours also allows for a space to hold the sponsor's logo and the One YMCA Logo.



Memorandum of Understanding

Get On Board

ONE YMCA and INSERT YMCA NAME Memorandum of Understanding

An expression of how One YMCA and INSERT YMCA NAME will approach joint working to make the Get On Board Young Trustee Programme a huge success

1. Background

1.1. One YMCA secured a grant from the Central and Anglia Trust Fund to deliver a Young Trustee Programme with the aim of getting more young people on to the Boards of YMCAs and building a sustainable model that can see this aim continue after initial grant funding ends.

1.2. Get On Board is the name of the project that includes a Young Trustee training programme designed to prepare and support identified young people to become full YMCA Board members.

1.3. The initial grant was awarded to One YMCA and as lead partner they hold ultimate responsibility for the delivery of the agreed objectives and key performance indicators and budget management.

1.4. INSERT YMCA NAME holds local responsibility for ensuring their YMCA engages fully with the Get On Board programme including ensuring there are spaces on their Board, and they identify, recruit and support young people to engage with the programme and become full Trustees with a long term view.

1.5 Get On Board operates under a collaborative working arrangement between One YMCA and INSERT YMCA NAME here in order to be delivered most effectively.

1.6. This means there is a commitment to work together, to support each other and to achieve the best possible outcomes for the young people through their journey to becoming young Trustees, within the parameters of the Get On Board programme.

1.7. This Memorandum of Understanding (MoU) aims to remain in line with the elements outlined in the Get On Board Handbook.

1.8. This Memorandum of Understanding (MoU) does not supersede any organisational policy and each partner should work in line with their own organisational policy and procedure in relation to safeguarding, recruitment, training, finance etc.

2. General Pledges

2.1. We pledge to use our best endeavours, care, and skill, to deliver and support the delivery of the activities, outcomes and key performance indicators specified in the Get On Board Handbook.

2.2. We'll get together with regularity through relevant networks and through regular communication online to review the programme, look at ideas and offer each other support, to help improve and develop delivery and best support the individual participants and organisations involved.

2.3. Where there are risks of the programme stalling or not meeting its objectives we will talk about this openly and constructively, potentially drawing in extra support from our own organisations and/or external partners as required.

2.4. We agree to let each other know ASAP if we have any material concerns about safety, safeguarding, or reputational risk and if we identify the need to make changes we will try to give as much notice as possible.

2.5. This is a Get On Board programme developed and benchmarked to particular learning outcomes and we recognise that involvement in all required aspects from young Trustees and Trustee mentors is crucial to its success. We commit to doing all we can to facilitate this and provide adequate time and support to participants involved within the remits of our roles.

2.6. We'll be as open and transparent as possible with one another in all elements of Get On Board and will raise concerns at the earliest opportunity.

2.7 We will ensure our YMCAs participation in Get On Board is communicated to our senior leadership and executive leadership teams as well as Trustee Boards and ensure there is both awareness and organisational support for the programme and a long-term commitment to support young Trustees.

2.8 We will play our part in promoting and evaluating the programme once our direct engagement ends to ensure the programme evolves positively as it looks to be shared with other YMCA.

I am aware of our role and responsibilities in Get On Board and fully support the involvement of our organisation in line with this and the above MoU

INSERT PARTNER YMCA - CEO

Name

Signature

Date

INSERT PARTNER YMCA - Company Secretary

Name

Signature

Date

One YMCA - CEO

Name

Signature

Date

Get On Board

Delivered in partnership by:



a little more human
Education - Innovation - Evidence

YMCA
CENTRAL AND
ANGLIA TRUST FUND

