

YOUNG**Mi**ND**S**

Role Canvas — Lead Finance Trustee

Being a trustee of YoungMinds

Summary and key responsibilities

Trustees are volunteers working together to steer a charity. The CEO and Senior Team are responsible for running the charity, but the trustees are the final decision-makers with ultimate responsibility for the charity's success or failure. Trustees oversee everything a charity does, from setting its strategy to its work and finances. Being a trustee is a significant responsibility but also a rewarding way to be involved and make an impact on society. As a trustee you'll contribute your expertise, knowledge, and, we hope, develop new skills.

- Ensure our vision, mission and values are reflected in all we do.
- Develop our strategy and review our performance making sure we reflect on the changing environment as well as skills, practices and competencies in the organisation.
- Share insights and expertise to support decision making.
- Bring insights, learning and practices from other sectors and organisations.
- Help make sure the Board is closely connected to the reality of young people's mental health.
- Ensure that YoungMinds is adopting best practice as well as legal requirements in our governance, include Charity Code of Governance, charity law, company law and any other relevant legislation or regulations.
- Maintain proper financial oversight to make sure we are thinking about our present and future sustainability and using our resources appropriately.
- Oversee best practice and controls for the safety of young people, staff and volunteers. Manage wider risks associated with our operations.
- Safeguard the interests and reputation of the charity so it can always focus on meeting the needs of young people.

Outcomes you'll drive

Makes sure the charity:

- Sticks to our purpose: stopping young people's mental health from reaching crisis.
- Is on track with the current strategy, annual plan and budget - or if not, understands the reason why.
- Is aware of risks that could endanger the work or the people in the charity.
- Keeps YoungMinds' money, stored data, buildings, kit and other 'assets' safe.
- Abides by charity law.
- Develops and values staff and has a culture of care.
- Placing anti racism, justice, equity, diversity and inclusion at the heart of YoungMinds including in governance, decision making and interactions with staff, volunteers and young people.

In return

- Having an impact on an organisation and cause you care about.
- Opportunity to influence and have impact at a critical time in young people's mental health.
- Developing or learning new skills including leadership, collaboration, finance and decision making.
- Developing knowledge of charity operations and sector.
- Connecting with others who share your interests.
- Working alongside and learning from young people, staff and volunteers including other trustees



Being a trustee

Topics trustees
regularly talk about:

What's going
well and what
isn't

Becoming a more
equitable, diverse and
inclusive organisation

Young people's
needs and
our support

Income,
fundraising and
finances

The future of
the charity

Safeguarding
young people

Staff, resourcing
and capabilities
we need

Policies

Managing
risks in the
charity

Being the lead finance trustee

Summary

The lead finance trustee is an important role on any charity board. In this role you would be responsible for:

- Member of Audit & Risk Committee, deputising for the Chair of Committee as needed and ensuring clear and transparent reporting for the trustees.
- Working closely with the CEO, Director of Finance & Business Operations (DoFBO), and Director of Development monitoring the financial administration of the charity and reporting to the Board of trustees, in compliance with the charity's governing document.
- One of two key 'Lead' roles on the Board providing specific expertise, support and assurance including to the Chair in their overarching responsibility for the Board's governance duties.
- Overseeing the charity's financial risk-management process.
- Familiarity and seeking assurance on the income forecasting and future year projections to ensure sustainability.
- Scrutinising charity plans for growth and associated resource allocations and investment decisions.
- Monitoring and advising on the financial viability of the charity.
- Providing board-level liaison with the external auditors on specific issues such as the Auditors' Management Letter and the related board representations.
- Oversight of ethical investment policy and implementation.
- Oversight of any changes and additions to financial policies for Board approval.
- Working closely with the DoFBO and Financial Controller to oversee and present budgets, internal management accounts and annual financial statements to the board of trustees; ensure that proper accounting records are kept, financial resources are properly invested and economically spent.
- Overseeing the implementation of and monitoring financial systems.
- Acting as a counter signatory on payments and applications to funders
- Act as a Non Executive Director for the charity's trading subsidiary.

Some of the outcomes you'll drive

- Provide the Board with assurance that financial processes, controls and reporting are robust and effective for the charity's growth and to manage risk
- Achieved growth based upon scrutinised and robust targets, effective tracking and ensure sustainability of scaled impact In line with these
- Support the Board by providing clarity and understanding of financial matters to facilitate decision making and the stewardship of the charity's financial health and future plans. Reviews and updates on relevant policies that reflect nature of charity finances and responsive to changing circumstances
- Smooth and clean annual audit and production of Report & Accounts as indication of effective financial management and strong position for Board and stakeholders
- Strong working relationship with charity's finance function, acting as a critical friend actively sharing your experience and expertise.

In return

- Deepening your skills and experience by applying this to a different sector and/or organisation.
- Leadership development in supporting and empowering both staff and wider trustees in 1 of 2 'lead' roles on the board.
- Playing a fundamental role in the sustainable scaling of the charity based upon strong and effective financial planning and management.



Being the lead finance trustee - a year in the life



Being the lead finance trustee takes approximately 18- 20 days a year.

It varies based on what is happening at YoungMinds and in wider society.



WEEKLY or MONTHLY

- Monthly meetings with the DoFBO & Financial Controller
- Review of monthly management accounts.
- Review issues that come up ‘ad hoc’ or dealing with Board business outside of meeting.
- Read regular updates about work happening in YoungMinds or charity sector.
- Contributing on projects you’re involved in.
- Actively promoting YoungMinds through social media, networks, events or other mechanisms.



MONTHLY TO QUARTERLY

- Key role in quarterly Audit & Risk meetings.
- Work closely with the finance team on the preparation of quarterly reporting to the Audit & Risk Committee.
- 121 with Chair for informal discussion on financial position and opportunities/challenges to consider.
- Attend board meetings, preparing for key discussions including reading the briefing documents . Report on finance matters to the board.
- Joining Youth Panel to hear input & ideas.
- Contributing on projects you’re involved in & spending time with staff & experiencing their work.



YEARLY TO EVERY 3 YEARS

- Review and update the strategy in workshops or away days with the senior leadership team and other trustees.
- Formally review plans and budgets for the year ahead.
- Oversee Auditors reporting and finalising accounts for Board approval.
- Conduct and participate in reviews of Board performance and effectiveness.
- Getting together for informal socials.

Typical Interactions

Interaction level

- Strong
- Moderate
- Light



Other trustees

- Working as an effective team with shared responsibility for strategic direction
- Valuing each other’s expertise, ability and input
- Constructive discussion valuing differences to aid decision making



Senior leadership, the CEO and Directors

- Constructive challenge to ensure robust plans and approaches
- Support with ideas, considerations yet empowering to lead operations
- Regular contact with Financial Controller



Executive assistant

- Arranging times to be available for meetings
- Completing formal processes such as approval of minutes and details held on file



Youth Panel members

- Listening to and taking on board perspectives from our established youth involvement networks. This includes Board papers they have reviewed, or campaigns they are championing

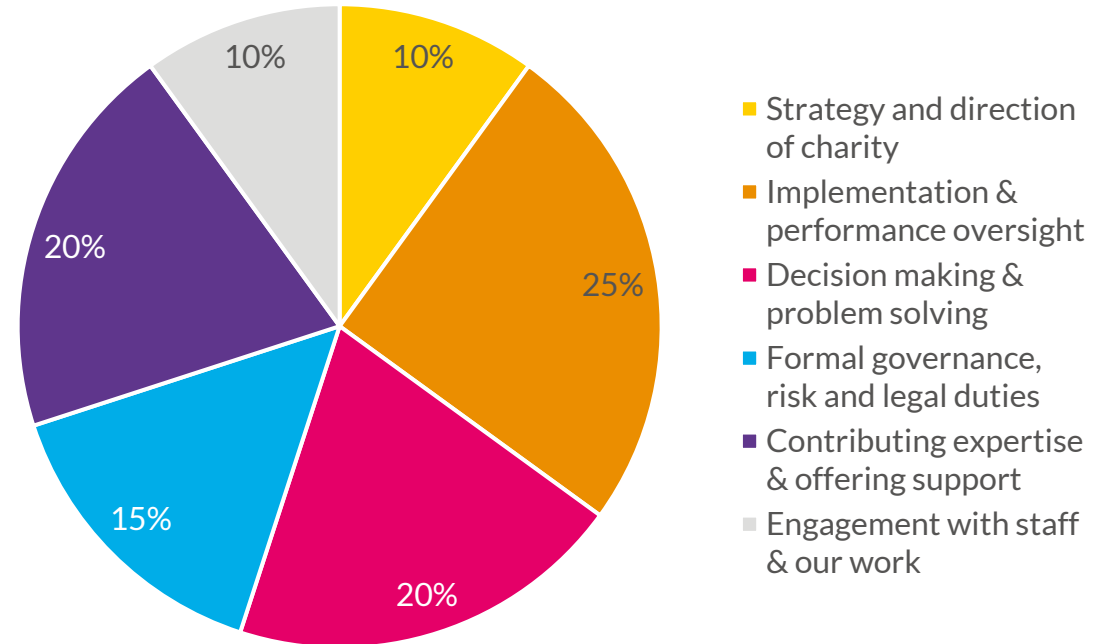


YoungMinds staff or partners

- Working together on specific projects
- Learning about their work through presentations collaborative sessions

Time commitment

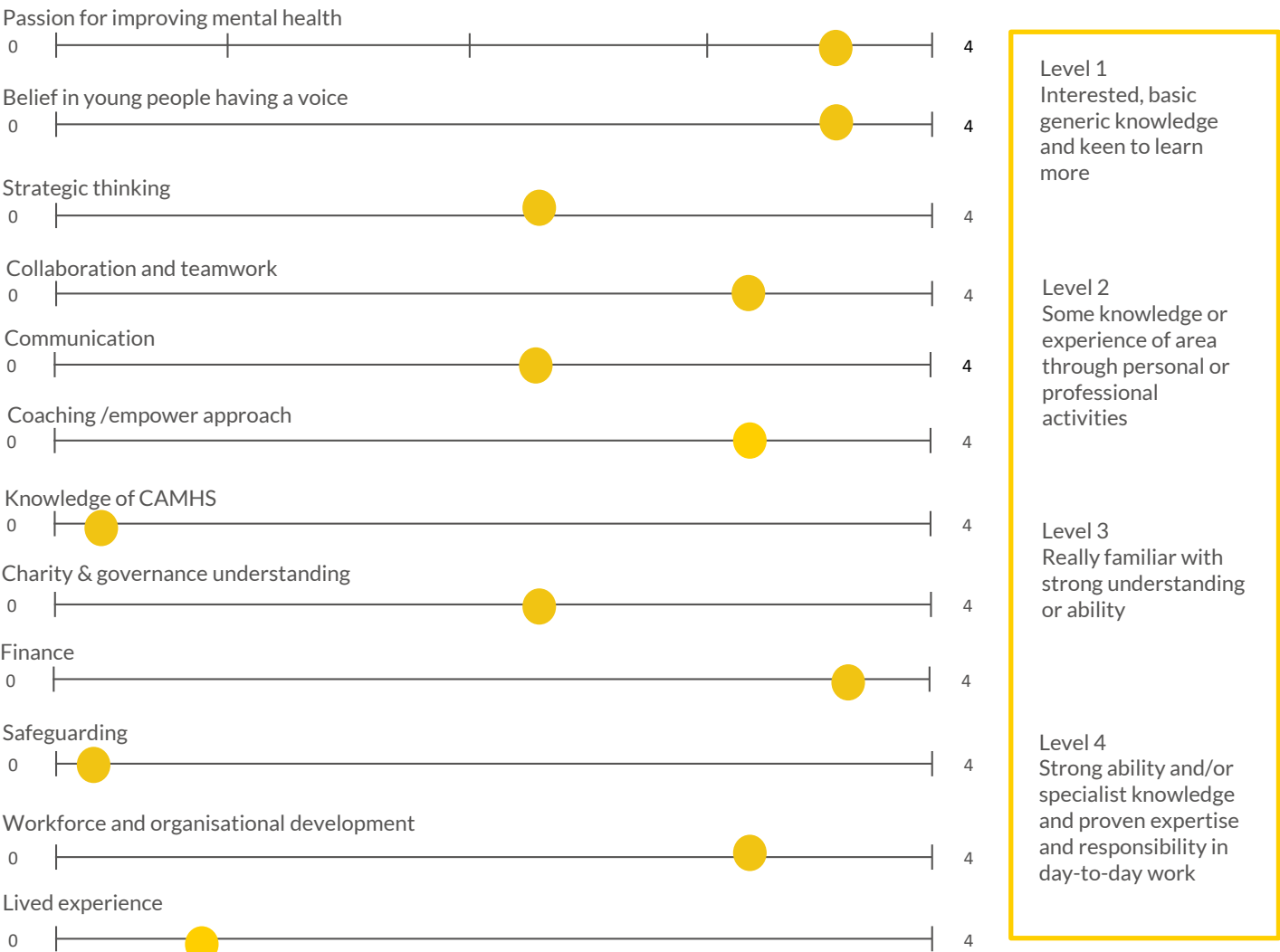
- The Board meets formally four times a year. Meetings are held on weekdays and currently take place between 4-7pm. From 2022, the aim is for these to be half face-to-face and half virtual
- We have four committees
 - People & Governance – meets formally ahead of each Board plus informal working session monthly
 - Audit & Risk – meets formally ahead of each Board & informal working sessions monthly
 - Remuneration Committee – meets once a year
 - Nominations Committee – meet as and when required
- Our Lead Finance Trustee is the co-chair of our Audit and Risk Committee
- Monthly meetings with the Director of Finance & Business Operations to update and review work in progress and produce quarterly update, ahead of each Audit & Risk Committee meeting
- Additionally, there will be an annual full or half day for meeting together as a board.
- It is anticipated that the commitment is 18 - 20 days per year



This is just an example as things can change a lot

Lead Finance Trustee – what we are looking for

Overall, what we’re looking for in our Lead Finance Trustee



Expertise & experience

- Financial leader in a business or charity within the last three years
- Able to bring a commercial mind-set to performance, risk and growth of a charity
- Hold a recognised financial qualification (CCAB or equivalent).
- Experience of strategic risk management
- Able to distil complex information and bring a pragmatic approach to its application.
- Empowerment and coaching style to support and develop financial staff.
- Effective communication and interpersonal skills, including influencing skills to inspire trust and confidence quickly.

Share and lead through our values

- **We’re not afraid to speak up for what’s right.** We know what needs to change because young people tell us. If they raise their voices, so do we.
- **We’re optimistic.** Things get tough, but we never forget to celebrate progress and never stop looking for practical ways for things to get better.
- **Kindness is our strength.** Everything we do, we do with love, care and compassion.
- **We celebrate what makes you you.** Whoever you are, we welcome you and we always encourage you to be true to yourself.

Strongly aligned with our AJEDI(anti-racist, justice, equity, diversity & inclusion) commitments at YoungMinds.

What we also hope our new trustees will bring

Looking ahead

There are some specific skills that are important to our continued growth and add to the mix of our Board. We don't need trustees with years of working in these areas, just welcome those able to draw on a depth of knowledge in any of these areas:

Digital capability

There's so much more we need to do in evolving our services through increased digital capability and in our data and systems to drive our work. We'd love more expertise to help with this.

Participation

We want to enable more young people to be directly involved in our work and have a role influencing changes. We'd love experience and understanding of how to give young people a stronger voice through participation.

Campaigning for change

We want to grow our offer, but for all young people to get the support they need, we must go further in our campaigning and influencing. We'd welcome those with both passion and experience of activism and campaigning for change.

Change management

We plan to keep increasing our impact for young people. Managing this change well, developing the expertise and processes we need, but vitally with staff empowered through this is vital. We'd love HR and change management experience to support this.

Clinical Mental Health

We are particularly keen to increase the knowledge and experience of Mental health clinical support either with those working in NHS, in roles within other charities or in private practice.

Approach and working style

- A genuine, heartfelt affinity for our cause and welcome those with lived experience of mental ill health
- A genuine commitment to listen, learn from and empower young people
- Good listener with a coaching and collaborative style
- Enquiring mind and willingness to learn
- Embodying our four values
- See disagreement and challenge as means to shared learning and get somewhere better
- Appetite and confidence to be a proud ambassador for YoungMinds

Diversity

We want to increase the range of backgrounds and experiences that are represented in our board. We'd welcome applicants with representation from:

- Black and Minoritised communities
- People with disabilities
- People from different class backgrounds
- People living outside of London
- Trans and non-binary people
- Women
- People with lived experience

We don't need to have trustees individually identify their marginalised identities, but we do need to know the range of backgrounds and experiences that are represented collectively, and we want to say this out loud.

Once in post

Everyone needs a bit of help to settle in, these are some of the ways we hope to support you.

- Handover from outgoing Lead Finance Trustee
- We will pair you with a “buddy” who is an existing trustee to support and guide you
- Induction programme to get to know our work, the team and key governance details
- Induction time with the finance team and time to get to know Director of Finance & Business Operations and Financial Controller
- Induction time with the development (fundraising) team and time to get to know Director of Development
- Time with Chair of Board and Chair of Audit & Risk to establish working relationship
- Support to connect and create own network of peers within the sector
- Relevant training on charity governance or wider relevant support paid for by YoungMinds
- Agree ways of working with key staff
- Ongoing opportunities to connect with our work such as further time with our Parents Helpline team, attending training courses, joining Youth Panel sessions, supporting fundraising events
- Social gatherings to get to know other trustees and Senior team

Anticipated priorities for first six months:

- Time with Parents Helpline, attending one of YM training courses, joining Youth Panel session
- Forming and building relationship with other trustees and the SLT, including 121s and social time
- Develop good working relationship with key finance contacts, building up confidence to deal with finance issues as they arise
- Monthly meeting with key finance contact to review and provide insight and expertise
- Quarterly preparation for overseeing financial reporting to Audit & Risk and the board
- Connecting and getting to know Audit & Risk Committee
- Developing further ways of working for greater inclusion and effectiveness from external Board effectiveness review
- Getting to know you time with staff
- Overseeing annual operational plans and budget for 2022/23





Thank you

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