



# YOUNG GAMBLERS EDUCATION TRUST (YGAM)

## TRUSTEE HANDBOOK

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# YGAM TRUSTEE HANDBOOK

## Introduction

Young Gamblers Education Trust (known as YGAM) is led by influential board of volunteer trustees / non-executive Directors and a competent Executive team comprising of a Chief Executive and Director of Education. Specifically trustee board member's development, coaching and recruitment will be undertaken in partnership with the Third Sector's board governance experts and the Association of Chief Executives of Voluntary Organisations (ACEVO) strategic partner, Peridot Partners.

Peridot Partners will support in helping with the development of the trustee board strategically to ensure that the right structures and processes are in place as well as helping to find clarity about the behaviors and contribution of all trustees. In return Peridot Partners will receive promotion / recommendation from people involved as well as the opportunity to have a case study of a start-up situation where we build a board from scratch and then pan a couple of years down the line when the YGAM has one of the most effective and efficient Trustee Boards in the charity sector. This will become an exemplary project and a showcase on modern governance for the charity sector

**This Trustee handbook contains the following sections:**

- Code of conduct for Trustees
- Trustee Behavioral Framework
- Individual Trustee Development review
- Recruitment Strategy for recruiting new Trustees

New Trustees, should read this handbook alongside the YGAM Governance document and strategic plan.

This document was adopted by the Board of Trustees on **16 August 2016**

The document will be reviewed annually, next review date: **September 2017**



# Trustee handbook

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### Code Of Conduct

A code of conduct is an agreed set of guidelines outlining the expectations, responsibilities and proper practices for trustees to abide by.

One such set of standards came out of the Nolan Committee, which published its Seven Principles of Public Life, and recommended that all public bodies adopt codes of conduct incorporating those principles. The Nolan Principles form the basis of many codes of conduct, translated into contexts outside of the public sector, and have been adopted widely by Trustee Boards.

### 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.

### Proposed Code of Conduct

I will respect and uphold the values of YGAM and act in accordance with this Code of conduct and the Trustee Behavioural Framework.

# Trustee handbook

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### General

- I will act within the governing document of YGAM and the law, and abide by the policies and procedures of the organisation. This includes having knowledge of the contents of the governing document and relevant policies and procedures.
- I will support the objects and mission of YGAM, 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 YGAM and seeking to do what additional work I can outside trustee meetings.
- 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 YGAM and its environment. This will include an understanding of how YGAM operates, the social, political and economic environment in which it operates and the nature and extent of its work.

- I will use YGAM resources responsibly, and when claiming expenses will do so in line with YGAM procedures.
- I will seek to be accountable for my actions as a trustee of YGAM, and will submit myself to whatever scrutiny is appropriate.
- I accept my responsibility to ensure that YGAM 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 YGAM unless specifically authorised to do so.
- I will act in the best interests of YGAM as a whole, and not as a representative of any group – considering what is best for the YGAM and its present and future beneficiaries and avoiding bringing YGAM 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 the YGAM 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 YGAM or give apologies. If I cannot regularly attend meetings, I will consider whether there are other ways I can engage with YGAM.
- 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.

# Trustee handbook

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### 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 the YGAM 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 YGAM. I will respect diversity, different roles and boundaries, and avoid giving offence.

- I recognise that the roles of trustees, volunteers and employees of YGAM 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 YGAM. In particular, I recognise my responsibility to support the chair and the executive team.
- I will not make public comments about the organisation unless authorised to do so. Any public comments I make about YGAM 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 YGAM at any time, I will inform the chair in advance in writing, stating my reasons for leaving.

Trustee Name .....

Trustee Signature .....

Date of Signature .....

# Trustee handbook

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### Trustee Behavioural Framework

The following behaviours form the essence of the role of Trustee for YGAM. These behaviours will be communicated to potential trustees and form part of the recruitment material and are taken into account in the recruitment process for future trustees.

The behavioural framework should also form part of a regular behavioural review process between the Chair and trustees, and can provide a base for training and development opportunities going forwards.

#### Ambassador, Advocate, Networker – for YGAM and its work internally and externally.

- a. Lives and breathes the organisation's principles and values.
- b. Is visible, approachable and accessible to all, including Trustees, the Executive, other employees, volunteers and corporate entities.
- c. Proactively seeks opportunities to strengthen personal connections.

d. Exploits networks, personal influence and position to further the profile and reputation of YGAM.

e. Is a passionate advocate of YGAM; owns the message and seeks to communicate it.

#### Critical Friend – challenges to develop thinking and benefit patient outcomes

- a. Analytical and critical thinking skills – able to think around an issue and consider alternative interpretations
- b. Open to challenge – able to communicate in a frank, honest and straightforward manner
- c. Open to be challenged – robust and reflective in response to constructive feedback
- d. Adept at asking probing questions to uncover the underlying issues, reasons and motivations
- e. Engages fully in debate which is targeted, efficient and purposeful
- f. Has the courage to ask 'the silly question'

g. Uses feedback and straight-talk to drive high performance

#### Focus on the future – anticipates and embraces change to ensure continued improvement

- a. Looks at the big picture, identifying patterns, trends and risks and grasps strategic opportunities
- b. Sets direction with clarity and confidence, mindful of external factors
- c. Maintains a disciplined focus on what will deliver outcomes
- d. Monitors the external environment and uses this knowledge to inform future direction
- e. Thinks flexibly; is adaptable, creative and excited by innovation
- f. Curious and inquisitive – thinks laterally as well as long term

# Trustee handbook

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### Monitor Evaluator – sets targets and monitors progress to ensure all are accountable

- a. Sets clear and measurable targets that will make a tangible difference
- b. Monitors performance against these targets and holds the executive to account
- c. Is adept at scrutinising, interrogating and making sense of financial information
- d. Works in a structured, efficient and productive manner to ensure Trustee time is maximised

### Decision Maker – makes judgments with confidence and ownership

- a. Driven, dynamic and purposeful in driving progress forwards
- b. Considers evidence and impact when weighing up the options
- c. Makes timely and proportionate decisions
- d. Contributes fully and enthusiastically to the decision making process,
- e. Proportionate in assessing and mitigating issues and risks

f. Thinks independently as well as collectively; taking equal responsibility for impact and outcomes

### Supporter and Partner – acts as a true partner in pursuit of collective goals

- a. Coaches and mentors the executive to maximise their potential
- b. Open and approachable – gives time and a listening ear
- c. Role models a positive and can do presence in seeking to meet objectives
- d. Offers and provides specialist and pastoral advice and guidance to others
- e. Takes responsibility for evolving a collegiate and collaborative sense of partnership in all Trustee duties
- f. Keeps communication channels open; communicates regularly to enhance profile, maintain presence and expand relationships

# Trustee handbook

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### Trustee Individual Development Review

Below is a proposed guide for use between the YGAM Chair and individual trustees to review individual performance and development opportunities against the agreed core YGAM trustee behaviours.

Individuals and the Chair should think about how they would rate their behaviour on a descriptive rating scale (detailed below), discuss achievements and areas for development, and set personal objectives for the forthcoming year in line with the Board's values and strategic objectives.

#### Recommended process:

- It is recommended that the Chair reviews progress on an annual basis with each Trustee (circa 45 – 60 minutes per review).
- The nature of the discussion should be developmental and not judgemental.
- Both individual Trustees and the Chair should prepare ahead of each meeting to ensure best insights into performance are gained.
- Discussions will be 'light touch', but will serve as a reminder of the values, behaviours and responsibilities that Trustees have signed up to in order to bring about successful outcomes for the organisation.
- Paperwork can be as formal or informal as the Chair feels appropriate and will be guided by his / her personal style. Below offers a guide and can either be completed fully (providing a clear audit trail of discussions and development objectives), or simply as a general structure for discussions.



# Trustee handbook

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### Individual Trustee Development Review

Name of Trustee:

Date:

Review against Behaviours

Please provide an indication of performance across each of the behaviours below:

Behaviours	Descriptor			
	Highly Performing	Performing	Developing	Under Performing
<b>Ambassador, Advocate, Networker</b> – for YGAM organisation and its work internally and externally				
<b>Critical Friend</b> – challenges to develop thinking and benefit patient outcomes				
<b>Focus on the future</b> – anticipates and embraces change to ensure continued improvement				
<b>Monitor Evaluator</b> – sets targets and monitors progress to ensure all are accountability				
<b>Decision Maker</b> – makes judgments with confidence and ownership				
<b>Supporter and Partner</b> – acts as a true partner in pursuit of collective goals				
<b>Achievements</b> Trustee / Chair Summary Comments				

With reference to the behaviour descriptors, please make some notes below, focussing on your own performance against the core Trustee Behaviours. You should include your perceptions of (i) your own strengths, (ii) areas that require development / that you want to work on, and (iii) any opportunities for development that you would like to take advantage of going forwards.

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These notes can be used to guide your review discussion and to ensure both parties get the most out of these discussions.

<b>Ambassador, Advocate, Networker</b>
Trustee Comments
Chair Comments
<b>Critical Friend</b>
Trustee Comments
Chair Comments
<b>Focus on the future</b>
Trustee Comments
Chair Comments
<b>Monitor Evaluator</b>
Trustee Comments
Chair Comments
<b>Decision Maker</b>
Trustee Comments
Chair Comments
<b>Supporter and Partner</b>
Trustee Comments
Chair Comments

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Objectives for the Year	
Board Objectives To be completed by Chair	Personal Objectives To be completed by Trustee and Chair jointly
Personal Aspirations	
Summary Comments	

## Rating Scale

Rating	Description	Headline Actions
<b>Highly Performing</b>	The Chair/ Trustee consistently implements current good practice, in some cases being a leading example of good practice	Ensure standards maintained Pursue new and innovative approaches
<b>Performing</b>	The Chair/ Trustee shows significant areas of good practice, though some need to be fine-tuned or altered	Some refinement required Build on existing positive practice Consider some new approaches
<b>Developing</b>	The Chair/ Trustee is improving its current practices but there are a number of aspects requiring rapid change	Keep up momentum on areas of improvement Need to identify and devise approaches to offer improvement opportunities
<b>Under performing</b>	The Chair/ Trustee has significant issues affecting its performance that need to be addressed as a matter of real urgency	Quick decisive change required Look outside for advice or help

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### Recruitment Strategy For Recruiting Trustees

#### Pre-Recruitment

##### 1a. Understand our restrictions

YGAM will review its governing document before every process (in part to act as memory jog of this document and to also ascertain if that document needs to be amended prior to recruitment). These considerations will need to include:

- Minimum or maximum number of Trustees.
- What are the existing procedures for Trustee nomination, election or re-election
- Maximum terms of office and length of tenure left with current Trustees.
- Representation of different interests on the Board.

YGAM define and allocate an annual budget for recruitment and trustee development, which will be managed and monitored by the board.

##### 1b. Be clear about who we need

The YGAM Board will review its existing skills against those required for both ensuring compliance and furthering the objectives of the charity, on an annual basis. This will help us to identify where the gaps exist now and where they will be in the future.

YGAM will set diversity targets to ensure that our board is diverse enough to carry a range of views from a variety of relevant perspectives, and these will include:

- Equal representation of men and women; target being 50/50;
- Diversity of ages to ensure broad representation (i.e. recruit young trustees - those aged under 30yrs);

- Ensure that people come from a range of industry backgrounds ensuring representation from industries and sectors that we seek to represent on the Board;
- Skills and diversity should be represented in a table with a column for dates when Trustees are due to renew term or retire from the Board; this will provide a single page representation for monitoring the skills, diversity, and Trustee tenure against the requirements of the organisation;
- To have at least one person who has experienced gambling-related harm (directly or indirectly) as part of Board membership.

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### The Recruitment Process

#### 2a. Ongoing and open process

According to the National Council for Voluntary Organisations (NCVO) over 80% of charities rely on personal recommendations and word of mouth in recruiting Trustees. Word of mouth and recommendations can work in the interest of the charity saving time and money on recruitment external recruitment processes, but usually recommendations will lead to a lack of diversity and a perpetuation of likeminded people with similar views and behaviours.

Trustee recruitment within YGAM will be viewed as an ongoing process building up a 'talent pool' of a wide and diverse group of interested prospective Trustees. These people may be advocates and donors or become them when they find out more about YGAM, even if they never become Trustees. We will have a section on our website dedicated to becoming a trustee of YGAM under the sub tab of 'Support Us' by September 2016.

Prospective Trustees can find out more about the role of being a trustee with one or two 'my experience of being a trustee' stories which will again feature on the YGAM website.

The YGAM behavioural framework, code of conduct, and role profile and person specification will be available for downloading on the website, so that expectations of

trustees are made clear from the outset. This pre-application stage is the first stage of setting clear expectations about behaviours and the level of commitment required.

We will also provide instructions about how people can apply to join our 'talent pool' for future trustees and will make clear the particular skills and experience sought from new trustees in the coming months and years ahead.

All recruitment campaigns will point to this area of the website saving time on putting together bespoke recruitment communications for future recruitment processes.

#### 2b. Dedicated search for specific skills and experience to attract the best

YGAM will, where possible recruit trustees through a competitive open process and will involve the Chief Executive, as well as designated members.

The steps as below will help YGAM consider the recruitment process:

Firstly, the board will review the job description and person specification and adapt to ensure that it is bespoke to the skills and experience of the trustees that you are seeking to recruit at that moment in time. Ninety percent of the job description and person specification can remain the same, but there should be areas that are reviewed and changed to reflect the needs of every process.

Next to be defined is the timetable and commitment required by people involved in the new trustee assessment process so it is clear for candidates. These timetables should be agreed internally, published internally and communicated externally in the recruitment process.

When externally advertising or producing candidate information we will:

- Keep advertising brief and encourage people to request further information or direct them to a web page.
- Use simple, positive and informal language, don't use acronyms.
- Describe YGAM and what it does as simply as possible.
- Describe the role simply and be clear about the time commitment and expectation of people should they accept a trustee role. Candidates must know it is a voluntary commitment.
- Be clear about the skills, background and qualities required in new trustees.
- Stress the benefits of becoming a Trustee at YGAM.

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### Assessment

Assessment for new Trustees often happens in these stages;

1. Application.
2. Interview.
3. Board Ratification

#### 3a. Application

Candidates will be asked to apply by submitting their CV (demonstrating career history), with a supporting statement of 2 sides of A4 or less that allows the candidate to demonstrate how their career history translates into the skills and experience sought by YGAM in trustees. This section should encourage candidates to talk about their motivation for a trustee role at YGAM. Additionally, we will supply a declaration form where candidates have to declare their eligibility to be a trustee.

The Chief Executive or Chair will include their full contact details on all material and offer all candidates the opportunity for an informal chat on the telephone if needed.

Applications should be assessed against the bespoke criteria outlined in the person specification, which will have been tailored for this

particular recruitment process. The Chief Executive and Chair will shortlist candidates.

#### 3b. Interview

Interviews for trustees need to feel informal but structured and professional. Each interview will last 45-60 minutes and will follow a template / questions such as follows:

- Welcome candidate and provide a 5 minute overview of YGAM and current board / organisational context.
- Ask candidates to provide a 5-minute overview of their career and highlight relevant experience for this role (relating to technical skills and experience sought).
- Ask candidates to describe their motivation in applying for a Trustee role at YGAM.
- What do you understand to be the challenges facing YGAM in the future and how can you help us overcome these? What is your knowledge of issues facing research led charities?
- Can you tell us about your experience in senior leadership, or even better as a trustee

or committee member that highlights how you can make a contribution to our Board?

- How would you describe good governance?
- What do you think of our values and the Trustee behaviours that underpin how we operate? (Explore the fit here)
- What are your current commitments / time availability? Can you assure us that you can give us roughly xx days' time that we require from our trustees?
- Is there anything else that you would like to tell us, or you think that we need to know?
- Do you have any questions for us?

To aid keeping a record of the interview and in decision making consider developing a robust scorecard should be used – as over the page:

## Interview Scorecard For Assessing Prosecutive Trustees

Candidates Name:

Interviewers:

Set the scene / introductions:

Who is asking	Questions	Criteria (What are you seeking in an answer?)	Comments (Record of supporting evidence)	Score (5 Excellent to 1 Inadequate)
	Motivation	Is there a strong interest in YGAM as demonstrated through previous volunteering, researching the organisation it's work?		
	Understanding of challenges facing YGAM and how help overcome these	Add bespoke to current environment		
	Knowledge of issues facing research charities	Add bespoke to current environment		
	Relevant experience and potential contribution as a Trustee	Is there appropriate senior leadership or previous Trustee experience to understand how they will contribute at Board level?		
	Understanding of good governance	Is there an awareness of the boundaries between Trustee and Exec Team, legal and compliance responsibilities, and does the candidate have a view on the balance of risk vs. Innovation		
	Understanding of YGAM values and behaviours	Have they read, taken in and thought about what they mean to the role of a trustee at YGAM.		
	Perceived fit with values and behaviours	Have candidates talked about how they fit with and subscribe to the values and behaviours of YGAM?		
	Availability to offer a robust commitment	Demonstrate that they can meet minimum commitment and prove that they are dedicated to this volunteering opportunity.		
	Other positives	Any other positive factors noted that the candidate can bring to the Trustee Board at YGAM.		
	Quality of candidate questions	Are candidates demonstrating that they have really thought through what this will mean to them through their own research and probing questions and engagement with the panel?		

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Incorporating personality profiles into the recruitment process will help to gain a fuller understanding of each candidates 'fit' for the Board, how potential trustees will behave in meetings and interact with employees and trustee colleagues, as well as indicating their underlying motivations and values – what drives them to give up their time to be part of the Board. The completed profiles provide a guide, but the real value will come from the validation discussion (conducted by an accredited consultant) based on the profiles, exploring how candidates are likely to react in typical Board situations. For example, their capacity to balance challenge and support, their likely approach to challenging Board colleagues, how strategic and creative they are able to think and how willing they are to contribute.

The use of personality profiles, when applied appropriately, will help us to identify underlying skills, plan for future development needs and recognise where existing gaps on the Board can be filled. It will be agreed if YGAM will use personality profiles at the start of each recruitment round.

### 3c. Ratification

The Chair and Chief Executive will present the findings and recommendations to the wider board. It is the wider Board (inc Chief Executive) whom will make the decision to appoint.

YGAM will ensure timely administration throughout the process and will ensure all candidates have a positive experience to ensure the ethos of the organisation is upheld.

## Final formalities

### FORMALITY CHECKLIST FOR TRUSTEES INVITED TO JOIN THE BOARD

Things to do	Have you	Done	To Do
Take References	Received two written references from relevant referees pertaining to a candidate's board level experience and suitability to a Trustee role?		
Check eligibility to be a Trustee	Received a form declaring personal eligibility for a Trustee role?		
	Checked Companies House for register of disqualified Directors?		
	Checked Charity Commission Register for people removed as charity Trustees?		
Confirmed the appointment	Provided future dates of meetings and induction programme?		
	Sent induction pack and background reading?		



# Trustee handbook

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### Draft Trustee Role Description

#### The statutory duties of a Trustee are:

- To accept ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, and delivering its charitable objective.
- To ensure that the charity complies with its Articles of Association, charity law, company law and any other relevant legislation or requirements issued by its regulator, in particular to ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
- To ensure that the charity proactively pursues its charitable objects as defined in its Articles of Association.
- To ensure that the charity applies its resources exclusively in pursuance of its objects, i.e. the charity must not spend money on activities, which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- To act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.
- To safeguard the good name and values of the charity, avoiding activities that might

place the charity's funds, assets or reputation at undue risk.

- To use reasonable care and skill in their work as Trustee, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
- To ensure the financial stability of the charity, both current and future.
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds.
- To consider getting external professional advice on all matters where there may be material risk to the charity, or where the Trustees may be in breach of their duties.

#### Other duties are:

- To act as an ambassador of the charity promoting its good name and work as well as that of its other Trustees, volunteers, and staff.
- To hold the Chief Executive and executive team to account to ensure strategic objectives are met.
- To scrutinise thoroughly and fully understand the Board papers and other relevant documents including governance guidance.

- To fully and regularly participate in and sometimes lead discussions.
- To attend all Board meetings as well as other important events where possible.
- To attend an annual Trustee Training Day (which will plan annually), and any other recommended training and to proactively develop governance related skills and knowledge.
- To regularly communicate, cooperate and make every effort to work well with fellow Trustees, volunteers and staff at all times.
- To offer appropriate support, guidance and advice to the Chief Executive, executive team and other staff where appropriate.

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### Overarching focus of the Board of Trustees is:

- Long term goals and direction
- Values and corporate culture
- Top line strategy and objectives
- Top line policy formulation
- Financial stewardship and income generation
- Monitoring and evaluation

### Draft Trustee Eligibility Criteria

#### Essential

- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- Evidence of a commitment to YGAM, its vision and values.
- A commitment to devote the necessary time and effort; both in terms of attending formal meetings, fully preparing for meetings (e.g. reading papers and asking questions ahead of meetings) and other ad hoc support to the organisation.
- Evidence of integrity and diplomacy.

- Excellent at communicating with people of all levels in order to be an effective ambassador of YGAM.
- Creative thinking and strategic vision.
- Quick to learn; able to assimilate new information, scrutinise decisions and apply governance principles.
- Pragmatic, solution-focused approach to problems.
- Sound, independent judgment, backed up with evidence and rationale.
- Confidence to speak up at meetings; to challenge appropriately and to consider alternative points of view.
- The ability to work effectively as a member of a team and to proactively support others in pursuit of YGAM's strategic objectives.
- The ability to relinquish the detail and day to day management to others.
- The ability to monitor and evaluate performance of YGAM and its activities.

#### At least one of the following:

- Commercial and / or entrepreneurial business expertise.
- Legal and / or governance expertise.
- PR and media expertise.
- Digital and information technology expertise.
- Fundraising or marketing expertise.
- Recruitment and HR management expertise, including knowledge of employment legislation.
- Financial management expertise.

#### Desirable

- An active interest in the charity sector as a whole.
- An active interest in the wider external environment and its impact on YGAM.



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If you are concerned about the amount of time or money that you or someone you know is spending gambling, you can talk in confidence to GamCare's advisers free of charge over the phone or online.

They are available 8am – midnight, seven days a week.  
HelpLine: Freephone 0808 8020 133 (Available for anyone living in England, Scotland and Wales).

