

YFGM Roles Review - February 2019

In the last two years, YFGM has begun a process of reviewing the ways in which we organise our community. This is a proposal to change the way YFGM committees are structured, with the goal of reducing stress upon people with roles and making sure that our structures match the needs of the community at this time.

At February's YFGM, the General Meeting will be asked to adopt the proposal in principle. This will allow work to continue on updating YFGM's constitution, and will allow for a process of transition to the new structures to begin. Most of the changes in this proposal will be fully implemented when a new YFGM constitution is adopted by the community, which we hope will be at the end of 2019. Some of them will start before then, as agreeing to this plan in principle will allow our nominations committee to take the plan into account.

Throughout the whole process, there will be opportunities for everyone in the community to be involved, make comments, and suggest changes. This proposal has been put together by Tim Rouse, the Management Trustee, and Rachael Booth, the Convenor of Overseers. If you have any questions about this proposal, or would like to suggest a change, then email Tim at yfgm.management.officer@gmail.com

Background

YFGM is a community that changes over time, and one of our great strengths is that we are able to adapt our structures to what we need to have, or feel called to have, at any given time.

Over the last two years, it has become obvious that our current structures aren't the right ones, and that we need to change. This is not the first time YFGM has done something like this, and it probably won't be the last.

In May 2017, our Nominations Committee sent us a minute expressing concern at having to find four people to join Overseers at once. They highlighted that this was *"a result of brokenness in our systems. Our committees in recent times have been under a lot of stress, something that many of us are all too aware of, but which can be invisible to those of us who have not been told."*

In a responding minute, the General Meeting noted *"this is part of an ongoing conversation about supporting the mental wellbeing of everyone taking part in YFGM. Making changes to how YFGM organises itself is a daunting task, one which will be difficult and stressful at times. However, we remain hopeful, and trust our discernment process to lead us forward."*

This was an open acknowledgement of a problem that had been getting more obvious - that serving on some of YFGM's committees was becoming a difficult, stressful experience, rather than being a fulfilling and rewarding role of service to the community.

At the same time, YFGM's trustees were looking into reviewing YFGM's constitution and policies, and updating them where necessary. **In 2018**, we adopted new data protection and safeguarding policies, and trustees updated our Memorandum of Understanding with Britain Yearly Meeting, which governs the internship arrangement through which our coordinator is employed. There is further work to be done on this, and YFGM's constitution, which was last amended nearly 20 years ago, is well overdue for an update.

In May 2018, we held a session at YFGM to involve the whole community in the process of thinking about YFGM's structures. People discussed big questions like asking 'why does YFGM exist?', considering what our relationship to BYM should be, and thinking about what activities need to happen during YFGMs.

In October 2018, we continued this theme in an Open Space session. Among the ideas that were discussed were a list of the roles that YFGM can't do without; ideas for changing the responsibilities of various committees, and lots of thoughts about improve pastoral care and generally strengthen our community.

From that session, Tim, one of the trustees, and Rachael, the convenor of overseers, went away considered all of the ideas that people had put forward, along with all of the roles that YFGM currently has. From that process came this proposal, for a revised structure of committees and roles within YFGM. The proposal was taken to Planning Weekend, to get feedback from a wider body of people, and some changes have been made in light of conversations that happened there.

That brings us up to now.

In February 2019, YFGM will be asked to consider this proposal, in the hope of adopting it in principle. This comes with an awareness that there might be further small changes before we implement a new structure as part of adopting a new constitution.

This will help with trustees' ongoing work in revising our constitution and legal structure. Parts of this proposal will link in strongly with who, in terms of appointed roles and committees, does what work for YFGM and how. It will also help our nominations committee plan for changes to various roles and committees.

In May 2019, trustees intend to present a draft of a new constitution for YFGM. There will be some questions associated with this that need discernment from the community, which we hope will happen in May.

By October 2019, we hope that the big questions will have been answered and any changes to the constitution or roles structure will have been worked out, allowing YFGM to decide whether it is willing to officially adopt the new constitution and structure. After this, the new structure would be implemented, with new roles coming into effect by 2020.

Between now and then, if you have any comments, ideas, or if you spot any problems with the proposals, please let us know, either at YFGM or by getting in touch with Tim or Rachael.

Proposal

This proposal is for a structure to work towards. If YFGM accepts it, then work will begin on writing role descriptions and terms of reference for the roles and committees, updating our policies to reflect the changes, and planning out how to transition from our current structure. There will be plenty of time for this, including consulting with nominations committee and current role-holders.

Even if YFGM accepts this proposal now, we suggest that, after a bit of time to settle into it, committees should be asked to review how well the new structure is working, and whether there are further changes needed.

You can see the new structure in the diagram at the end of this document. There are some big changes; the Overseers committee and the Outreach committee are scrapped, for example. There are some smaller

changes too, like who should be signatories on our bank accounts. In the section below you will find a brief summary of the responsibilities of each of the roles and committees in the new structure, followed by an overview of the changes from the current structure.

Trustees

The trustee committee is legally responsible for YFGM. Collectively, it is responsible for the good governance of YFGM as a charity, and each trustee has specific areas of responsibility within YFGM.

The trustees are the **Convenor of Trustees**, who is the charity chairperson; the **Management Trustee**, who is responsible for overseeing the YFGM internship; the **Finance Trustee**, who is responsible for overseeing YFGM's finances; the **Communication Trustee**, who is responsible for overseeing YFGM's external-facing activities; two **Clerks**, who clerk business meetings and who can speak on YFGM's behalf when necessary; a **Logistics Trustee**, a **Pastoral Trustee**, and an **Elder Trustee**.

The Communication Trustee would also be YFGM's Safeguarding Lead, and the Convenor of Trustees would be the Deputy Safeguarding Lead and a signatory to YFGM's bank accounts. The Management Trustee would be the Data Protection Officer. All trustees aside from the Clerks take on governance work and special projects from time to time as needed.

Logistics

The logistics committee is responsible for handling the practicalities of YFGM weekends, including:

- assigning rooms at events,
- being familiar with health and safety/fire information at a venue,
- ensuring first aiders are present,
- communications during events (notices etc.),
- liaising with people about special interest groups
- greeting invited visitors and speakers
- finding volunteer caterers for YFGMs and planning weekends,
- ensuring food is ordered appropriately,
- and knowing where the loo roll is kept.

It consists of 5 members appointed for up to 3 years, including a Convenor and Trustee from within the committee.

Pastoral

The Pastoral committee is responsible for pastoral care of YFGMers, including:

- welcoming and ensuring the inclusion of newcomers in our community, including by running newcomers sessions
- running entertainments and social spaces,
- supporting people's wellbeing between gatherings, including keeping in touch with people who are part of our community but have been unable to attend events.

Along with the Eldership committee, they speak with people to encourage involvement in Quakers at other levels (locally, nationally, internationally) and about membership.

It consists of 5 members appointed for up to 3 years and appoints a Convenor and Trustee from within the committee.

Eldership

The Eldership committee is responsible for looking after the spiritual life of the meeting. This includes:

- facilitating epilogues and other worship or spirituality related sessions as needed,
- assisting the clerks with preparing business,
- introducing people to Quaker Business Method
- ensuring the right ordering of business sessions,
- supporting and upholding discernment for other committees and groups
- facilitating YFGM's involvement with interfaith and interchurch activities

Along with the Pastoral committee, they speak with people to encourage involvement in Quakers at other levels (locally, nationally, internationally) and about membership. It consists of 5 members appointed for up to 3 years and appoints a Convenor and Trustee from within the committee.

Finance

The Finance committee is responsible for looking after YFGM's money, including setting budgets, keeping accurate accounts, and paying out the expenses involved in running YFGM and YFGM events.

It consists of the Finance Trustee, who convenes the committee; the Treasurer, who makes routine financial decisions such as handling expense claims and bursary applications, and the Fundraiser, who sits on both Finance and Promotion committees and is responsible for YFGM's fundraising efforts.

The committee may also be assisted by a paid book-keeper, if YFGM agrees to this in February, who is overseen by the Finance Trustee. The Treasurer and Finance Trustee are both signatories of YFGM's bank accounts, alongside the Convenor of Trustees, and at least two of the three must approve payments over a certain threshold.

Promotion

The Promotion Committee handles the promotion of YFGM to potential participants and funders. Their work includes:

- Producing posters and leaflets to promote YFGM to other people, including both other Young Friends and enquirers
- Promoting YFGM at Yearly Meeting and other national Quaker events
- Promoting YFGM at Junior Yearly Meeting and other events for under-18s
- Raising awareness of YFGM in Quakerism more generally
- Working on appeals and funding bids (especially the Fundraiser)

It consists of 3 members appointed for up to 3 years, plus a Fundraiser appointed for up to 3 years and appoints one person from within the committee to be responsible for financial oversight.

Media

The Media committee is responsible for producing *The Young Quaker* magazine and other media publications that YFGM may choose to produce.

It consists of 4 members appointed for up to 3 years, and appoints one person from within the committee to be responsible for financial oversight.

Nominations

The Nominations committee uses the Quaker nominations process to find people willing and able to serve in all of the other positions in YFGM's structures.

It consists of 7 members appointed for up to three years, and appoints one person from within the committee to be Convenor of Nominations for a year, and one person to be Deputy Convenor of Nominations for a year, with the expectation that a Deputy Convenor will usually become the Convenor after a year.

At each YFGM, four of the committee are 'on-duty', seeking names for roles and discerning nominations. These four include at least one of the Convenor and Deputy Convenor, and are joined by one person co-opted onto the committee for the duration of the YFGM.

The remaining members of the committee are 'off-duty', meaning they are able to participate in other YFGM sessions and stay in touch with the community. If a member of Noms can't make it to a YFGM, this will be counted towards their 'on-duty' YFGMs, to ensure that 'off-duty' YFGMs can be spent staying in contact with the community.

Planning Weekend Newcomers

These are 3 YFGMers who have not been to a YFGM planning weekend before, who are appointed to go to the next Planning Weekend and report back to the next YFGM.

Representatives

YFGM directly appoints the following representative roles:

- Meeting for Sufferings. This is the representative body for Quakers in Britain and our representatives give YFGM a voice in national Quakerism. Two reps are appointed for up to 3 years.
- Engaging Young Adult Quakers Steering Group. This is a BYM committee that we were invited to appoint a representative to. YFGM agreed to appoint a representative in October 2016.
- Pollard & Dickson Trust Distributor. This trust provides grants to people in hardship or who are travelling in the ministry, and the distributor processes applications.
- Other cases which arise where it is particularly important to both the body concerned and to YFGM that we send someone who, by virtue of the appointment, has some sense of being a voice of YFGM.

For other bodies, YFGM will still be sending people to these meetings/events, but in most cases they would be volunteers rather than being formally appointed. The Reps Coordinator is appointed for up to 3 years and is responsible for finding volunteers to serve as reps for appropriate periods. This is more flexible than formal appointment, and could facilitate various approaches. It allows for replacements to be appointed at short notice where necessary and without adding to Nominations work. It would also allow for reps to be appointed to one-off events at short notice, with approval from Trustees or the General Meeting.

Representatives under this system would include:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Gender & Sexual Diversity Community
- Living Witness
- Northern Friends Peace Board
- Quaker Life Rep Council

- Any one-off events

Concern and Appeal Working Groups

These groups, as at present, exist or not at the discretion of the General Meeting. Typically they exist for a few years around a specific concern or appeal and are then laid down.

At present, the only such group we have is the Mental Wellbeing Working Group.

Coordinator

The Coordinator is employed by Britain Yearly Meeting on a year-long internship. They are recruited by a panel that includes BYM staff and the YFGM Management Trustee and spend 60% of their time working on YFGM.

They are responsible for running YFGM's office. This includes many practical responsibilities, both day-to-day and around YFGM events, and working closely with many YFGM volunteers and committees. They work particularly closely with the trustees, supporting their strategic work; with the Logistics committee, making practical arrangements; and with Finance, keeping records, processing claims, and providing scrutiny. However, they are available to support all YFGM volunteers and projects.

They choose up to three people, who may or may not be YFGMers, to be on a Coordinator's Support Group to provide pastoral support during their internship.

What are the changes?

Above is a description of the roles and committees that make up the new structure. As well as considering it in the abstract, it can also be helpful to consider the changes from the current structure. The following is a brief summary of the changes in this proposal from YFGM's current structure; if you have any questions then please contact Tim or Rachael.

- 1) The name of Quintessential is changed to the Eldership committee.
- 2) The Pastoral, Logistics, Promotion, and Media committees are created.
- 3) The Overseers committee is laid down. Pastoral care related responsibilities are taken on by the Pastoral committee, practical ones by the Logistics committee.
- 4) The roles of SIGs and Speakers Coordinator and Catering Coordinator are both laid down. These responsibilities are taken on by the Logistics committee.
- 5) The Outreach committee is laid down. Responsibilities for newcomers at YFGM are taken on by the Pastoral committee, responsibilities for reaching out outside of YFGM are taken on by the Promotion committee.
- 6) We no longer appoint TYQ editors, instead appointing a Media committee who take responsibility for TYQ and any other media projects.
- 7) Trustees increase in number by 2: the Overseer Trustee ceases to exist, but both Pastoral and Logistics committee now appoint trustees, and the role of Communication Trustee is created.
- 8) Our Nominations committee reduces in total size (from 9 to 7), and will expect to routinely co-opt someone to augment their number at each YFGM. They will also appoint a deputy convenor, sharing the current workload of the convenor of noms.
- 9) The role of International Secretary is laid down. The budget for international events currently with this role will come under bursaries. The YFGM Coordinator will be asked to publicise international events and similar. The Eldership and Pastoral committees will also be encouraged to talk with people about getting involved with such events.

- 10) The role of QPSW Correspondent is laid down. This is almost entirely communication responsibilities, which we will ask our coordinator to take on.
- 11) The role of Events Coordinator is laid down.
- 12) Our approach to appointing representatives to other bodies and events changes. We cease to routinely appoint representatives through a full nominations process, but instead create the role of Reps coordinator to oversee sending volunteers to such bodies. We still formally appoint representatives as we currently do only when YFGM feels it necessary (e.g. to have someone authorised to speak on our behalf) - at present, this would be the Meeting for Sufferings representatives, the Engaging Young Adult Quakers Programme representative, and the Pollard and Dickson distributor.
- 13) The signatories on YFGM's bank account change from being the General Fund Treasurer and the Clerks to being the Treasurer, Finance Trustee, and Convenor of Trustees.
- 14) The Safeguarding Lead changes from being the Overseer Trustee to the Communication Trustee. The Convenor of Trustees remains the Deputy Safeguarding Lead.

YFGM's current structure means appointing approximately 57 people at any one time to 29 different roles. This revised structure requires YFGM to appoint just 45 people to 21 different roles - although the new structure does include more short-term volunteer roles in the form of the new Reps structure.

This reduction means that the Nominations Committee goes from having to find an average of 8.23 names at each YFGM, to having to find 6.84 names at each YFGM. (It's worth noting that in both systems, three of these are Planning Weekend Newcomers)

What are we asking YFGM to do now?

At this YFGM, we ask YFGM to consider whether to provisionally adopt this structure. The majority of the changes set out in this proposal cannot be implemented until work has been done to rewrite our constitution and policies, rewrite/write role descriptions, and plan the transition from one structure to another. Equally, this work cannot begin until we know that YFGM is happy with the basic shape of the new structure.

There are some questions that may need further consideration but which need not be settled at this YFGM - for example, exact numbers on committees, who needs to be at planning weekend, and even whether clerks should be trustees. These questions are important, but they don't need to be answered definitively before work begins. For issues of this type, the proposal gives a suggestion, and we welcome feedback before, during, and after this February YFGM. If it becomes clear that these questions need discernment from the community, we hope they will be considered in May.

There may also be major questions where the answer affects the work to come next. We hope that these can be settled at this YFGM. This might include questions regarding the overall structure set out in this proposal, or major things we've forgotten to include. It is these we ask for particular discernment on during this session, and we would very much welcome feedback in advance on these.

At YFGM, we expect the bulk of our discernment to be around whether to adopt this structure. However, there are also two changes contained within the proposal which can happen immediately. We suggest that YFGM considers adopting them to take effect from February YFGM.

The first of these is renaming Quintessential (Quinty) to the Eldership Committee (Elders). The committee have requested this change and it was trialed at October 2018 YFGM. This change is relatively simple and would require updating YFGM policies to use the new name.

The second is changing the Nominations Committee to the structure described above, by reducing the size of the committee from 9 members to 7 (plus one person co-opted at each YFGM), and asking them to appoint a deputy convenor. This change would involve changing the role description for Nominations Committee and would affect the number of people that we expect to appoint to the committee at this YFGM. If YFGM accepts this change, then we will try to appoint two people, bringing the committee up to seven. If YFGM rejects this change, we will try to appoint four people to the committee.

What happens next?

If YFGM agrees to provisionally adopt this structure then work will begin on preparing to implement it.

This will involve planning how to transition to the new structure given the people and roles we currently have, writing and rewriting role descriptions and terms of reference for each committee, and further work on the planned updates to our constitution and policies, with this new structure in mind.

This work will mainly be carried out by the trustees and Nominations Committee, but given the volume of work involved, anyone who might be able to help out is encouraged to get in touch with Tim.

Otherwise, if YFGM desires changes but not these ones, we will need to work out as a community how to move forward. This could mean asking the people who have been working on it so far to come back with another proposal; it could mean setting up a formal working group to carry on the process, or it could mean something else entirely - that depends on our shared discernment.

The changes to Quinty / Elders and to the Nominations Committee, can take effect immediately if YFGM agrees to them.

Questions?

If you have any thoughts, questions, or concerns in advance of YFGM, please email Tim at yfgm.management.officer@gmail.com and we will be in touch.

We'd also love to have conversations about this at YFGM, before or after the business item about this, so feel free to approach Tim or Rachael.

TRUSTEES

Legal and governance oversight

- Convenor of Trustees
Bank Signatory & Deputy Safeguarding Lead *
- Communications Trustee
Safeguarding Lead *
- Management Trustee
Data Protection Officer *

- Finance Trustee
- Logistics Trustee
- Pastoral Trustee
- Elder Trustee

- Clerk *
- Clerk *

Coordinator *

- Coordinator Support Group
- Coordinator Support Group
- Coordinator Support Group

- Caterer
- Caterer

LOGISTICS

Practical arrangements at YFGM events

- Logistics Convenor *
- Logistics Trustee *
- Logistics
- Logistics
- Logistics

PASTORAL

Care and support for YFGMers

- Pastoral Convenor *
- Pastoral Trustee *
- Pastoral
- Pastoral
- Pastoral

ELDERS

Upholding the spiritual life of YFGM

- Elder Convenor *
- Elder Trustee *
- Elder
- Elder
- Elder

KEY

- COMMITTEE
- Role (nominated by Noms)
Aspect of role
- Role appointed from within the committee
- Role present at Planning Weekend *
- Role appears elsewhere
- Role not nominated by Nominations Committee

FINANCE

Setting budgets and book-keeping

- Treasurer
Bank Signatory *
- Finance Trustee
Bank Signatory *
- Coordinator

Book-keeper

Fundraiser

Communications Trustee

PROMOTION

Reaching out beyond YFGM

- Promotion
Financial Oversight
- Promotion
- Promotion

MEDIA

Publishing The Young Quaker

- Media
Financial Oversight
- Media *
- Media
- Media

NOMINATIONS

Finding people to take on service

- Convenor of Nominations *
- Deputy Convenor of Noms
- Nominations
- Nominations
- Co-opted Nominations
- Nominations
- Nominations
- Nominations

ON-DUTY

OFF-DUTY

- Reps Coordinator
Financial Oversight
- QCCIR Rep
- QGSDC Rep
- Living Witness Rep
- NFPB Rep
- Quaker Life Rep
- One-off events reps

- Engaging Young Adult
Quakers Steering Group Rep
- Pollard & Dickson
Distributor

- Planning Weekend Newcomer *
- Planning Weekend Newcomer *
- Planning Weekend Newcomer *
- Meeting for Sufferings Representative
- Meeting for Sufferings Representative

GENERIC CONCERN WORKING GROUP
1 to 5 members

GENERIC APPEAL WORKING GROUP
1 to 5 members