

CAMPBELL TICKELL



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YMCA ST PAUL'S GROUP

Trustee Recruitment Pack

February 2025



Your application

Thank you very much for your interest in this Trustee post at YMCA St Paul's Group. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what YMCA St Paul's Group is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9am, Monday 7th April. Please ensure we receive your application in good time.

Do call me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Sewa Adebayo

Recruitment Consultant
075 0899 7839

Contents

Welcome to YMCA St Paul's Group	4
About YMCA St Paul's Group	5
Role Profile	8
Structure chart	11
Key terms and conditions	12
Key dates and the selection process	13
The media advertisement	14

Welcome to YMCA St Paul's Group

Thank you for your interest in joining us as a Trustee on the Board at YMCA St Paul's Group. I am very pleased that you are looking at this opportunity and I hope that this document serves to heighten your interest in this exciting opportunity to join a great and impactful organisation. For this role we are seeking a Trustee who brings senior finance experience gained in the social housing sector.

YMCA St Paul's Group has been serving communities in London for over 150 years, and today with 1,250 units of supported housing and a turnover of c.£30m. We are the largest YMCA in Europe, and one of the largest providers of supported housing in London and beyond.

The spread and diversity of our provision might surprise you. In addition to social housing, across our 45 sites which are mostly in South, East and West London but also in Slough and East Surrey, we also provide also gyms, nurseries, youth clubs, and Health & Wellbeing programmes. So, while housing that is safe, secure and warm is at the core of what we do, we see our role as supporting communities in a wider sense, with a broad commitment to the physical and mental wellbeing of those we support.

We are very much looking forward to our new Trustee joining our Board in 2025. You will see that we take the good governance of our business very seriously, and we think we do it well. Our governance practice as a Board has continued to develop and strengthen and we recently regained our G1 governance rating from the regulator for social housing in December 2024.

As an organisation of great ambition and ability, we are confident that there is more we can do to deliver for the communities we support, and more scope to develop our offer. But of course, we must consider carefully where to place our precious resources and as a Trustee you will have the opportunity to take part and influence Board conversations around that, as in the coming years we will no doubt have some big decisions to make as we deliver on 'Investing in Our Future', our new Strategic Plan (2024-2027). Your strategic finance experience and understanding of the social housing sector will be invaluable, but we also hope and expect that you will gain much from being part of our Board of Trustees, as I have myself.

Our Christian ethos and values drive our organisation, but we are clear that we welcome people of all faiths and non, both as service users and staff. For this Trustee role, there is no requirement for you to share the Christian faith basis of the organisation, but we would expect that you are be sympathetic and open to the values that are connected to the Christian faith and recognise the historic Christian foundations of the organisation.

I have had the pleasure of being on the Board at YMCA St Paul's Group for several years now, and I can say that this is a very special organisation with a bright future. I hope that you will read on and find out more about us and that the role of Trustee, and what we do, motivates you to consider making an application to join us.

Warm regards,

Duncan Ingram

Duncan Ingram | Vice Chair, Chair of the People and Governance Committee

About YMCA St Paul's Group

YMCA St Paul's Group (SPG) is a charity supporting and empowering young people and communities across Greater London and beyond through life-changing youth work, vital community services, all-inclusive health and wellbeing centres and providing supported accommodation for those at risk of homelessness. SPG is the largest YMCA in Europe and a leading provider of supported housing in London and beyond, providing a safe place to stay for about 1,250 young and vulnerable people each night.

Our vision

Across London and beyond YMCA SPG:

- Empowers young people by providing the resources and support so they can thrive.
- Creates inclusive, active and healthy communities where everyone can flourish.

With an approach informed by our Christian faith basis we work with fellow community collaborators to see this vision realised.

To meet our vision

- Our Housing, Care & Support team provides those in need of a place to call home a roof over their head and support them with services that empower them to build a positive future.
- Our Children, Young People and Families team works with children and young people to help them be safe, healthy, connected and confident people who can go on to contribute and achieve in their communities.
- Our Health and Wellbeing team, brings people together by encouraging them to be healthy physically and mentally.

To support the delivery of our vision

- Our People, Culture and Chaplaincy team enable the organisation to respond to the future with an equipped, empowered workforce that is flexible and agile, and which is built on a Christian ethos.
- Our Finance, ICT and Business Improvement team ensure we are a financially sustainable, effective and efficient organisation that has the resources to grow.
- Our Property and Places team empower our customers, staff and service users by providing them with an excellent service and welcoming properties where they can thrive.
- Our Communications, Fundraising and Marketing team, help raise awareness, engagement and voluntary income for the work we do.

We welcome everyone, strive for excellence in all we do, inspire hope in others for what they might achieve and strive to grow and develop both people and places.

Key Documents

- Summary of 'Investing in Our Future' Strategic Plan 2024-2027 [here](#)
- Annual Report and Financial Statements 2023-2024 [here](#)
- Impact Report 2023-2024 [here](#)

Our Values



Loving



Hopeful



Community focused



Person centred



Holistic

Impact Overview 2023-2024



1,560

people called YMCA St Paul's Group their home.



512

people moved on from living with us this year.



85,000

meals were served to our residents in our semi-catered accommodation.



670

sessions were given to residents by our Release Counselling service.



53,751

Swimming lessons were delivered at Hampton Pool.



7,085

attendances to youth work sessions.



2,451

sessions were delivered by our Release Counselling team to our local community.



400

young people recorded improvements in mental health and wellbeing.



3,237

members of the community used YMCA St Paul's Group Health & Wellbeing facilities.



946

Pastoral care sessions were provided to staff and residents.



Role profile

Accountable to

Each Trustee is individually accountable to the Trustee Board as a whole. Collectively, the Board is accountable to the Governance Members of the Association and to the statutory regulators. Trustees must always act in the best interests of the Charity.

Role

1. Collectively with the other Trustees, the purpose is to govern the affairs of the Charity. Trustees are required to provide the strategic leadership that enables the Charity to maximise the fulfilment of its objectives as laid out in its Constitution. Trustees are always obliged to ensure that the Charity operates within its constitutional provisions.

Duties

2. Trustees must also:
 - a. provide the Executive with support, encouragement, scrutiny and challenge,
 - b. appoint (and dismiss if necessary) the Chief Executive Officer and determine their remuneration,
 - c. set the Charity's three-year strategy,
 - d. review and revise the Scheme of Delegation to ensure that the Executive continually has the appropriate delegated authority to manage the affairs of the Charity,
 - e. plan for the annual financial audit, produce the statutory annual report and approve the audited accounts,
 - f. be responsible collectively for ensuring that the Charity has in place the appropriate policies to enable it to fulfil its obligations as set out in the Articles of Association,
 - g. be responsible collectively for ensuring that the Charity has in place the appropriate policies and procedures to enable it to fulfil its statutory obligations for health & safety, safeguarding, data protection and insurance,
 - h. avoid any conflict of interest.
3. Each Trustee is obliged to declare any possible conflict of interest and to withdraw from making a decision on any matter in which it may reasonably be claimed that they have a vested interest.
4. Where a Trustee is sitting on two boards or committees of separate legal entities within the Group, they must always be aware of inter-group conflicts of interest so that good and transparent governance is always achieved. The Conflicts of Interest Policy provides practical guidance on this. In addition, the advice of the Company Secretary must be sought in complex cases.
5. Trustees must act solely in the best interests of the Charity and its objects. Where, for example, a Trustee or Committee Member has an affinity for a particular facet of the Charity's work, it is their duty to act on the basis of the best interests of the Charity as a whole rather than to benefit one particular activity or geographical area over another

Main functions and relationships

7. The main function and duties of Trustees are facilitated by attendance at:
 - a. Board or Committee meetings,
 - b. the Charity's Annual General Meeting,
 - c. a Committee of the Board as appointed and other occasional events.
 8. Trustees and Committee members are required to make time to read any meeting papers as well as undertake any appropriate training necessary for their role.
 9. From time to time, Trustees need to relate to the following stakeholders:
 - a. Governance Members of the Charity,
 - b. Chief Executive, Company Secretary and other senior staff of the Charity,
 - c. Trustees and officers of other YMCAs,
 - d. staff and service users,
 - e. the wider community in and around London,
 - f. representatives of regulators and stakeholders, with the Charity's consultants, contractors and other voluntary sector organisations.
 10. Trustees take part in an annual 'non-managerial' performance appraisal to help identify any issues or training needs. The Charity meets the costs of all approved training sought in furtherance of the Trustee's role
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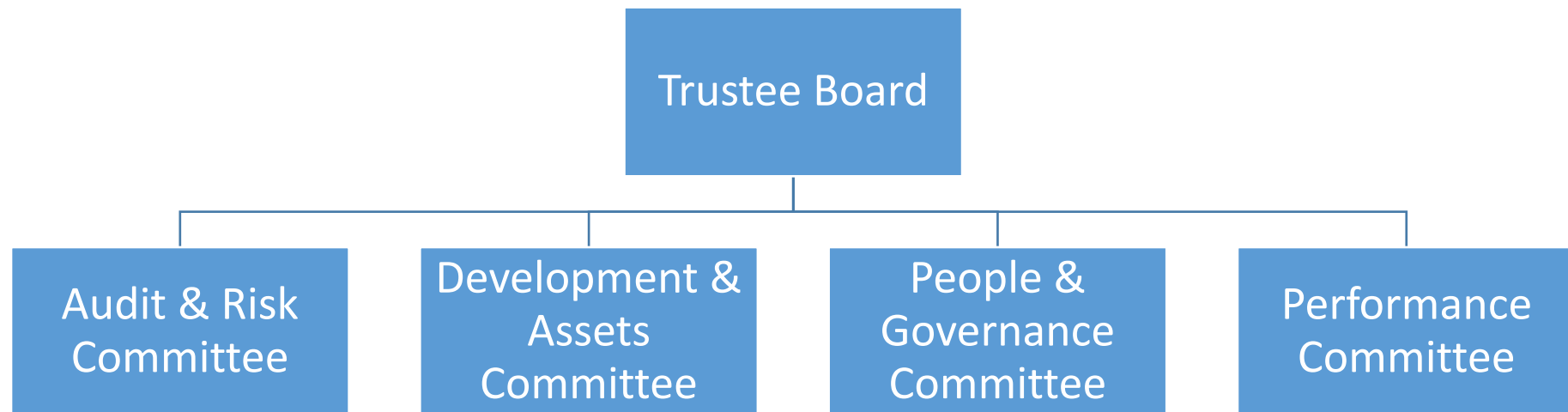
Person specification

Qualities, skills and experience

For this Trustee post we require:

- a) Strategic finance skills and experience of working in the social housing sector at a senior level
 - b) A willingness to be available and work effectively with staff, which entails respecting the role of staff and understanding how this is different from their governance role
 - c) Diplomacy and tact in the exercise of your duties
 - d) A sharp strategic mind, able to get to the heart of the issue quickly and to contribute their thoughts succinctly
 - e) Excellent communication and interpersonal skills, able to both empower and challenge supportively
 - f) Humility, servant-heartedness, and the ability to work well as part of a diverse team of Trustees and in
 - g) Support of the Executive Team
 - h) An ability and willingness to represent YMCA SPG in an ambassadorial capacity as well as engage with the organisation (this may include occasional project visits and informal coffees with staff etc).
 - i) An understanding and acceptance of the legal duties, liabilities and responsibilities of Trustees
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Committee structure chart



Key terms and conditions

Remuneration

The Chair and all Trustee roles are unremunerated. They are, however, entitled to be reimbursed for all reasonable out of pocket expenses including travel to and from meetings, subsistence costs while attending Charity business and training related to developing their role.

Tenure

Trustee tenure is 3 years per term, up to a maximum of 2 terms.

Time Commitment

Trustees are required to attend several evening meetings a year (from 5.30pm – 7.30pm approx.) including up to two annual away-day's which may be incorporated in residential weekends.

In addition, each Trustee is asked to serve on one committee, entailing 4 meetings per year.

In total, we expect the time commitment to be roughly one day per month, including time to attend meetings as well as for preparation and reflection.

Meeting Location

Meetings may take place in locations across London which reflect the Charity's areas of operation, as well as by virtual means.

Other Terms

The Trustee does not need to share the Christian faith basis of the organisation but be sympathetic and open to the values that are connected to the Christian faith. The role will be expected to pro-actively support the development of the organisation's culture, part of which reflects the founding values and Christian ethos of the YMCA movement.

Key dates and the selection process

Closing date: Monday 7th April at 9am

The meeting to agree longlisted candidates will take place on Friday 11th April. Candidates will hear back with the outcome of their application the following week.

First interviews: Wednesday 16th April (online)

Longlisted candidates will be interviewed virtually using Microsoft Teams by a Campbell Tickell panel.

Note: After the first interviews we will briefly pause the process after first interviews to allow the Chair recruitment to conclude, and then for the Chair Designate to be involved in the final stage of the Trustee selection.

Final interviews: w/c 19th May (in person)

Shortlisted candidates will be interviewed by a YMCA SPG Board member recruitment panel comprising:

- Duncan Ingram - Vice Chair of the Trustee Board and Chair of the People and Governance Committee
 - Graham Beech – Vice Chair of the Trustee Board
 - Judith Bankojo – Trustee and Board safeguarding lead
 - Campbell Tickell will be in attendance as observers
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YMCA ST PAUL'S GROUP

Chair of the Board Trustee

London | Reasonable expenses

YMCA St Paul's Group is a dynamic and forward-thinking charity and housing association with a 150-year history of supporting young people to thrive and communities to flourish.

We are one of the largest providers of accommodation for homeless people in London. Alongside our housing offer we provide a wide range of community services from gyms to nurseries, creating supportive environments where everyone can achieve their potential. We work within Christian values and are excited to welcome two new Board colleagues who can align to that ethos.

Our new Chair will bring substantial Board experience and a deep understanding of good governance in a regulated space. Your leadership skills will inspire trust and collaboration, and you will bring an ability to balance commercial acumen, leading conversations about how to focus and best use our resources, with a genuine passion and commitment to delivering on the outcomes that drive us as an organisation.

We also seek a new Trustee to join our Board who will bring senior strategic finance experience gained in the social housing sector. For this post we are open to candidates for whom this would be a first Board level role.

Contact Sewa Adebayo at Campbell Tickell to arrange a conversation in more detail at sewa.adebayo@campbelltickell.com or 075 0899 7839

Role closes: 9am, Monday 7th April

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YMC

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