

# CAMPBELL TICKELL



Here for young people  
Here for communities  
Here for you

## YMCA ST PAUL'S GROUP

# Trustee x2

## Recruitment Pack

August 2025



## Your application

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Thank you very much for your interest in these Trustee posts at YMCA St Paul's Group. On the following pages, you will find details of the roles 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 roles. After you have done that, please feel free to get in touch with one of us, 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](http://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, Wednesday 17<sup>th</sup> September.** Please ensure we receive your application in good time.

Do contact one of us 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,

Isabella Ajilore

**Search Consultant**

[isabella.ajilore@campbelltickell.com](mailto:isabella.ajilore@campbelltickell.com)

Jim Green

**Senior Consultant**

[Jim.green@campbelltickell.com](mailto:Jim.green@campbelltickell.com)

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## Welcome to YMCA St Paul's Group

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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 these opportunities and I hope that this document serves to heighten your interest in joining a great and impactful organisation.

YMCA St Paul's Group has been serving communities in London for over 150 years. Today, with 1,250 units of supported housing and a turnover of c.£30m we are one of the largest YMCAs in Europe, and one of the largest providers of supported housing in London and beyond. We consider ourselves to be a well-run organisation, and in late 2024 regained our G1 governance rating from the regulator for social housing.

The spread and diversity of our provision might surprise you. In addition to supported 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 broader sense, with a strong commitment to physical and mental wellbeing.

Key areas of focus that our new Trustees will contribute to in the coming years include a further strengthening of our approach to resident satisfaction, further building on the work we have done to date in that area, as well as supporting some big decisions around the suitability of some of our assets and how we approach ensuring that our properties are the right ones to meet our residents' needs for the future. We see these new Trustee appointments as a fantastic opportunity to expand our expertise to best deliver on these priorities for our communities and as such for these roles we are seeking candidates who bring senior experience gained in the social housing sector in one of the following:

- Housing management. Insight from a housing sector perspective, including regulatory requirements and best practice; and
- Asset management. Expertise in strategic asset management including compliance, quality, sustainability, repairs, and VfM.

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 these Trustee roles, 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. We have a great new Chair of the Board joining us in 2025 and this feels like a great time to join us as a Trustee. I do hope that you will read on and find out more about us, and that what we do motivates you to consider joining 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 one of the largest YMCAs 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.

### Case studies



#### CASE STUDY

##### **Mo's Leadership and personal growth within the YMCA**

Mo has been very engaged with where they lived in as well as with the Support Team and the Progression Team. They became one of our first Resident Reps at the project they lived in, attended the Resident Training and brought incredible insight into the programme.

Mo has been at university and had part time work and have now found full time work themselves as a Housing Support Worker for another Charity as well as becoming a Youth Ambassador with the YMCA England and Wales which offers many opportunities including overseas trips.

Mo was nominated for an award at the YMCA Youth Matters Awards and was a YMCA St Paul's Group Star Awards winner.



#### CASE STUDY

##### **Helene's Journey to recovery and community engagement**

Helene came to the YMCA and relapsed with an addiction a few times. They started to engage with the Progression Team and became very open with Progression Coach, Marie. They clearly felt safe enough to open up and be honest about their addiction.

Helene got involved in various activities at the hostel, including helping others learn to play the guitar and support with the Community Kitchen. When they decided to move out, they were starting a new full-time job with an offer of accommodation and had been alcohol and drug free for over 2 months despite having been through a big crisis. Helene is now also able to support their daughter.

*Note: case study names and images have been changed for data protection*

### 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.

Our Values



Loving



Hopeful



Community focused



Person centred



Holistic

## Impact Overview 2023-2024



### Key Documents

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





# 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

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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

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### Qualities, skills and experience

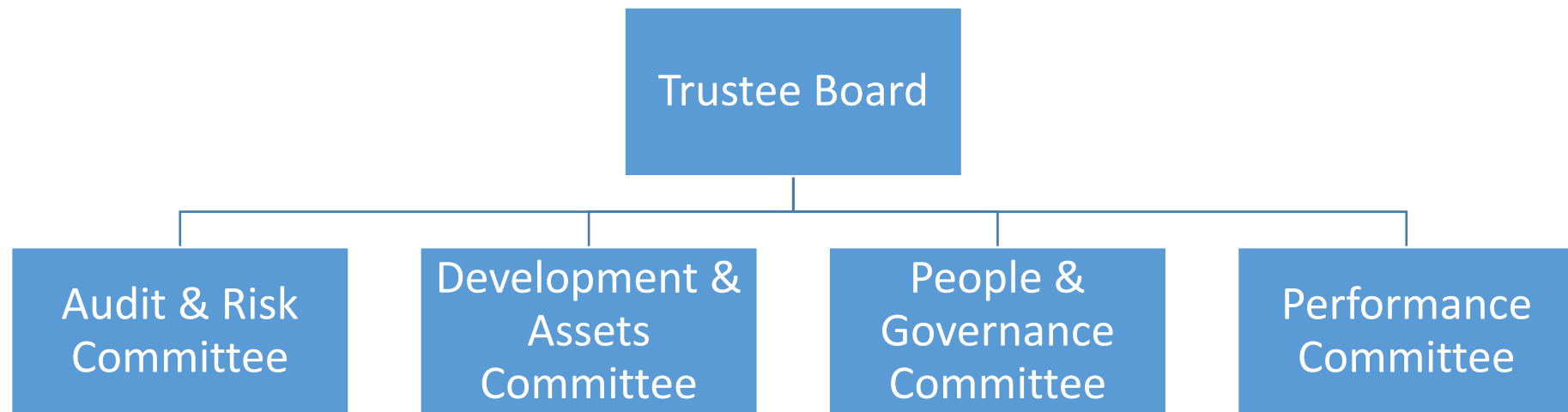
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For this Trustee post we require:

- a) Sufficient senior experience to operate at Board level, along with senior expertise gained in the social housing sector in one of the two following areas:
    - I. Housing management expertise, including complaints handling, and resident engagement.
    - II. Asset management, including compliance, quality, sustainability, repairs, and VfM.  
*Secondarily, for this post, property development expertise would be desirable.*
  - 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
  - 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

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## Key terms and conditions

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### Remuneration

The Trustee role is unremunerated. Trustees are 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.

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### Tenure

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

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### Time Commitment

Trustees are required to attend several evening meetings a year (from 5.30pm – 7.30pm approx.) including up to two annual away-days, 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.

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### Meeting Location

Meetings may take place in locations across London which reflect the YMCA SPG's areas of operation, as well as virtual meetings held online.

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### 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

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**Closing date: Wednesday 17<sup>th</sup> September at 9am**

The meeting to agree longlisted candidates will take place on Thursday 25<sup>th</sup> September.

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**First interviews: Tuesday 30<sup>th</sup> September or Thursday 2<sup>nd</sup> October (online)**

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

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**Final interviews: Friday 17<sup>th</sup> October (in person)**

Shortlisted candidates will be interviewed by a YMCA SPG recruitment panel comprising the following:

Housing Management role:

- Duncan Ingram - Vice Chair of the Trustee Board and Chair of the People and Governance Committee
- Ian Adams, Trustee and Chair Designate of the Trustee Board
- Graham Beech – Vice Chair of the Trustee Board
- Campbell Tickell will be in attendance as observers

Asset Management and Development role:

- Duncan Ingram - Vice Chair of the Trustee Board and Chair of the People and Governance Committee
  - Ian Adams, Trustee and Chair Designate of the Trustee Board
  - Allan Wickham, Chair of Development and Assets Committee
  - Campbell Tickell will be in attendance as observers
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# Trustee x2

**London | Reasonable expenses**

**YMCA St Paul's Group is a dynamic and forward-thinking charitable housing association with more than 150 years of supporting young people to thrive and communities to flourish.**

We are one of the largest providers of accommodation for homeless people in London. But alongside our c. 1,250 units of supported housing, we also provide a wide range of community services from gyms to nurseries, creating supportive environments where everyone can achieve their potential.

We are excited to be seeking two new Trustees to join our Board who can support our focus on resident satisfaction and on ensuring that our properties are ready to meet our residents' needs, now and in the future. As such, we are seeking candidates with senior experience gained in the social housing sector in one of the following areas:

- Housing management. Insight from a housing sector perspective, including regulatory requirements and best practice
- Asset management. Expertise in strategic asset management including compliance, quality, sustainability, and repairs

**Contact Isabella Ajilore at Campbell Tickell to arrange a conversation: [isabella.ajilore@campbelltickell.com](mailto:isabella.ajilore@campbelltickell.com) | 07572 166 417**

**Role closes: Wednesday 17th September at 9am**

# YNGA

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