A Christian charity where people can come as they are; be met at their point of need and come to know life in all its fullness.
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Welcome
from the Chair of the
Board of Trustees

It has been a year of change, leading us to look regionally and strategically at our reach and mission.

A journey that started as a conversation between East and South West London YMCAs has led to a merger between us. Then in the last six months, we have increasingly worked in partnership with YMCA West London and YMCA Slough and we are on course to merge with YMCA Slough by January 2018 before coming together to amalgamate with YMCA West London by April 2018.

These changes have led to some staff and Trustees leaving and I must take this opportunity to thank them all for their understanding and dedication, especially those who had been with us for many years.

Through these mergers, amalgamations and efficiencies, our plan is to save over £1million in our back office over five years and provide a service across over 40 communities in ten London boroughs. We aim to use our size and resources to demonstrate good practice and further improve the services to young adults and the communities where we work.

Thank you for your interest in what we do, please read on and I hope you enjoy the inspiring personal experiences within this snapshot report.
Our ethos as a YMCA is to welcome people from all walks of life when they need us most. Our mission is to provide good quality accommodation, family services and health and wellbeing programmes that change people’s lives. We offer support and advice, and training and education. As a Christian charity we can meet people at their point of need, so that they can come to know life in all its fullness.

We offer accommodation in hostels and move-on housing across South West, South and East London, and a number of youth clubs. Two of these youth clubs are managed on behalf of Achieving for Children in Kingston and Hampton. We run community centres in North Kingston and Hampton and numerous Afterschool clubs and Breakfast Clubs, as well as the idyllic Hampton Outdoor Pool.

Our Inclusive activities are very popular, as are our holiday playschemes for children which are run by dedicated staff, offering a caring and creative environment. Our cafés and restaurants. Customers know that every penny they spend with us is helping our residents and young people.
Meet our Executive Team

Richard James
BEng Hons, MA, FRSA
Chief Executive Officer

Richard brings 17 years’ experience of the not-for-profit sector as well as experience of leadership within the YMCA federation. In 2000 Richard left his commercial career in shipping to focus on bringing his experience and technical skills to the charitable field. Since then Richard has pioneered a number of youth and community projects, first in South Wales and then latterly in South West London. During this time Richard gained a postgraduate certificate in Youth Work, as well as an MA from Kings College, London. In 2004 Richard was given a Government Award by former prime minister Gordon Brown for services to local community.

Fred Angole
MSc, BA, FCCA
Group Finance Director & Deputy Chief Executive

Fred is a senior Finance Executive with broad experience across the private sector (audit and retail services) and the not-for-profit sector (including the social housing regulator, housing associations and charities). Fred has had responsibility for a range of financial and corporate services functions including IT, business improvement and governance. During his career Fred has raised over £300 million in private finance and had leading roles in corporate mergers and change management with a range of corporate bodies and Housing Associations. Fred is currently Chair of the Audit & Risk Committee at Newlon Housing Group.

Marjorie James
FCIPD, MA
Director of People & Services

Marjorie is a Fellow of the CIPD, has a Masters in Employment and Training and a postgraduate Diploma in Personnel & Training, as well as a Diploma in Organisational Coaching. She has broad experience in HRM from over 25 years working for the not-for-profit and public sector. Before being appointed as Director of People & Services Marjorie was the Director of Corporate Services for YMCA East London. She has also held executive positions, including the Director of Corporate Services for EveryChild, an international child safeguarding charity. Her voluntary work includes serving on the Board of Keeping Children Safe of which she was Chair for 8 years.

Mark Agnew
BSc, MSc
Director of Property & Places

Mark brings considerable experience of working within the property sector for both contractors and clients. Prior to becoming the Director Of Property and Places he was the Director of Property Services for Lewisham homes where he had the responsibility for maintaining 20,000 homes and the management of 200 staff. Notable achievements through out his 9 years there were the delivery of their decent homes programme, creation of a direct repair’s service, the development of the first council housing in Lewisham for 30 years and gaining a MSc in project management.
Jessica Laryea is an experienced senior manager within YMCA and has previously worked as an Executive Director of Estates with responsibility for housing and property services. She has also been a company secretary accountable to the Board. Jessica has risen through the ranks in her 16-year career with YMCA. She has vast experience of managing multi-functional teams and project management. Jessica has successfully overseen a £4 million building project, all of which was delivered within budget.

Angela has 28 years’ experience within YMCA. She has held many senior positions, most recently as Chief Operations Officer of YMCA London South West. Within this role she was responsible for 12 managers working across five boroughs within South West London. Angela has provided high quality working relationships with the Association’s key external stakeholders, including local authorities and government agencies. She played a key role in the merger between YMCA Kingston and YMCA Wimbledon. Angela has overseen the acquisition of three new major schemes; Hampton Pool, the White House Community Centre, and the Hawker Centre.

Rebecca was appointed Area Director for South London in April 2017. She has overall responsibility for the operations of YMCA LSW in the South London boroughs. Rebecca started her management career working for a brewery, Scottish and Newcastle. From there Rebecca moved into working with YMCA, and in the last 17 years has worked in the Catering Management team and the Housing and Support department. In 2011, Rebecca led a pilot night shelter scheme for five weeks, which now involves 20 faith groups, runs for 15 weeks and engages over 300 volunteers. Recently Rebecca received a postgraduate qualification in Strategic Leadership and Management.

Gwynne is a highly experienced dual-qualified solicitor and chartered company secretary and a Fellow of the Institute of Company Secretaries and Administrators. She has worked as an in-house lawyer and consultant on a wide range of commercial, corporate, property, governance, intellectual property and company secretarial matters for United Biscuits, Gillette and Procter & Gamble. Gwynne has a keen interest in the charity sector being a trustee and director of Age UK Brighton and Hove. Gwynne is a liveryman of the Worshipful Company of Chartered Secretaries and Administrators, and a Freeman of the City of London.
After a relationship breakdown and redundancy, Carol Tate had nowhere to turn and faced being homeless. A shocking prospect for a lady in her late forties who had held a responsible job as a medical secretary in a hospital. Not only that, she was diagnosed in 2013 with dyslexia and dyspraxia and also held suspicions she was also suffering from Attention Deficit Hyperactivity Disorder (ADHD) which was confirmed with a diagnosis in February 2017. Things were not looking good.

“I was a normal, everyday person who’d been employed consistently since I was 16. I was made redundant when I was 48, took a year off and trained to become a gym instructor with YMCA and then my relationship broke down. I was living at my partner’s property and I had to leave. My redundancy money had run out, so I couldn’t afford to rent,” explains Carol.

The housing department at Merton Council referred Carol to YMCA Wimbledon and she moved in, in October 2016.

“My thoughts when I first arrived at YMCA Wimbledon was that I was just so grateful for the room. I wasn’t homeless, sleeping rough or sofa surfing, as I’d moved from one property into another; but if I hadn’t had the referral to YMCA that could well have been a reality for me,” she says.

Having her own space, privacy and company is important to Carol and she had concerns as she moved in. “I assumed I would hate it, but actually it wasn’t that bad. It suited me in fact. I loved that I had my own space in my room, and I got to know a few people. But I’m the sort of person who needs their own company an awful lot because of my ADHD; I need to get away and turn it all off.”

The ADHD dictated Carol’s poor impulse control with spending: “My redundancy money disappeared so quickly because of the adrenaline rush of impulse spending, along with my inability to plan. It’s extremely difficult for some people with ADHD to stick to a plan and maintain performance, which explains why all my life people have said: ‘What happened? You showed so much...”

“I was a normal, everyday person who’d been employed consistently since I was 16. I was made redundant when I was 48”
promise and potential?!” Now I know what happened,” she explains. ‘However, I’m now a Trustee of Fastminds, the ADHD Support Group based in Kingston, so I’m able to use my experiences to good effect in helping others who have thus far been coping alone, misunderstood and confused, as I once was’.

In the first few weeks at YMCA Wimbledon, Carol hooked up with the Community Activities Team (CAT) and became involved with the Creative Collective project, writing poetry and acting. The CAT team provides activities and learning and volunteering opportunities for YMCA hostel residents. The aim is to motivate and engage residents in their pathway towards personal development, independent living and a better future. Carol also begun studying maths as part of an Early Years Workforce course.

Becoming involved with the CAT team inspired Carol to develop stand-up comedy and she has had her first performance at the Backyard Comedy Club in Bethnal Green. She has a background in performing and has sung in choirs and acted before. But the stand-up comedy is a first. “I’ve only just started out and I don’t quite see what people see in me to be honest – they just seem to like me. I do want to do more of it, but it does take a lot out of you emotionally,” she says.

Carol wrote her own part for the latest Benchmark Theatre Company production at the Camden Fringe, Stories in a Circle, and is becoming more comfortable writing her own material.

“It’s about finding your feet, finding your humour and knowing what you want to say to people. You do find out a lot about yourself while you’re doing it. It’s my way of telling my story, because there aren’t a lot of people like me on the stage, my age, my circumstances, my conditions.”

A turning point for Carol was going on the chaplaincy Life Journey. “That’s when things really started to change; I came back a different person. The people involved have so much belief in me as a person, the goodness inside me, so that even I started to believe it.

“I felt like I had been always previously been treading water, so in that respect Life Journey was priceless. I didn't really arrive with much of a faith, but it helped me enormously develop a more worshipful side,” she explains.

After returning from the retreat Carol requested a move to YMCA Surbiton because of the self-catering facility (in order to develop a better self-care routine). “I love my room here with the en-suite bathroom. I feel just like a normal, everyday person again, and want to be seen in that way. It’s important to me that people realise that not everyone here in the hostel is the same.”

Over the next few months Carol intends to finish her Early Years course, continue volunteering at the nursery at YMCA White House in Hampton and work at Surbiton New Life church.

“As far as comedy is concerned, I need to write more material. I’m really keen to live in a Y:Cube too, but I also have this dream of buying a camper van and touring the country doing stand-up!”

SUPPORT & ADVICE

We believe that every person should have someone they can trust.
Three years ago Jamila Ford-White moved into the hostel at YMCA Walthamstow aged just 16. She joined the Youth Work team as a volunteer in 2016 and due to her hard work, commitment and enthusiasm, she was shortlisted for the 2017 London Mayor’s Team London Award with the volunteering service at Waltham Forest council.

The reason behind Jamila’s placement at YMCA Walthamstow was that the relationship with her mum had broken down, and it wasn’t safe for her to remain in the family home. “My mum and I didn’t really get on that much and it got to the point where it just wasn’t the safest place for me to be, so my mum decided that I needed to leave,” she explains.

An ordeal which would be traumatic for an adult, let alone a vulnerable young teenager, Jamila admits she was anxious at the prospect. “I didn’t know anything about the hostel but it had a reputation - which just wasn’t correct. When I first got here I was scared and remember asking my Nan if could carry on staying with her until I plucked up the courage to go and when I did it was fine, there were other people here my age although I didn’t know them. The people here are really nice and you really shouldn’t judge a book by its cover,” she says.

Unfortunately for Jamila, she was studying in her first year of college when she moved in and the upheaval had its effect. “I managed to finish my GCSEs and I also completed my first year in college with surprisingly good results, but by the second year things began to go downhill a lot. Knowing how to do things for yourself is really hard, and I wasn’t in the best space. The only thing that has really got me out of it is the volunteering. I wasn't able to finish my second year at college; my attendance was really low. I never wanted to go in or do anything,” she says.

“I tried to go back into college to complete the last half of my course this year and it unfortunately didn’t go very smoothly. I was left with no money for the first three months as I was waiting for a decision from the DWP, as a result of this I had no money for travel and just basic things like soap, deodorant, food and sanitary products. Luckily I had some help from family and was given hardship meals by the YMCA. As a result of this I missed out on a lot of work and was never really able to catch up.

“I didn’t feel confident enough to go into college. Only now am I starting to try and get back on track. Unfortunately because of my age a free college education is off the cards, so now I’m trying to find other sorts of education to get into so I can go to university one day.”

With a family history of mental health issues, Jamila has a keen interest to find out more about the subject, and is even considering a career in that field, too, combined with youth work. “My mum suffers with mental health issues and depression, so maybe it’s something I suffer with too? It’s obviously something that has affected my relationship with my mum. I would like to learn a lot more about it,” she explains.

It was a sports event that was being run by the Youth Work Team that first piqued Jamila’s interest in volunteering. “The youth worker here suggested I got involved with the youth centres, so I thought ok, cool!”

And since then, Jamila has been a keen volunteer, helping out with a range of different activities and working with young people at clubs like Diva Zone. “I usually volunteer with young people of secondary school age which is great as I can relate to them. I like people and chatting. I enjoy it because I like making other people happy.”

YMCA London South West has an extensive volunteer programme

We believe every person should have a safe place to stay.
“It was the best thing for me to move out when I did. I wouldn’t want to go back to the way it was.”

with a goal of giving people a purpose and a sense of personal fulfilment, as well as experience and new skills.

Jamila is a bubbly, chatty person and she loves being around people – and they love being around her. And she has a good empathy for when young people are feeling low. “If I see people upset, I tend to start off talking about myself and my own experiences - and it draws them out. In Diva Zone, the kids talk about their friends and boys and stuff, and they chat to me about that. I think it’s interesting to know what’s going on and if we can help in any way, then that’s what we do,” she explains.

So three years down the line, how is Jamila’s relationship with her family? “Now I’ve left it’s much better and I get on well with my sister and mum and see them regularly. My sister is 16 now and has just been recognised for her hard work at the ‘Young Gifted and Black Awards’. She is now going into college studying for her A-Levels. I know now that it was the best thing for me to move out when

I did, and I wouldn’t want to go back to the way it was. It’s better this way,” she says.

So how does a busy 19 year old volunteer like to relax in her spare time? Jamila explains: “Music and photography are my two favourite things! I’m hoping to get a camera and explore that a bit more. But music is really my thing, I love it. I love house music and I have thought about being a DJ!” she laughs.

We believe that young people should have the opportunity to flourish.
NED’S STORY

Ned loves the forest – it suits his creative nature. He loves the sounds, the smells, the noises. It’s a special place for this seven year old boy with autism and learning difficulties, which is why our Wild Play Days scheme suits him so well.

Ned’s mum Hattie found out about our playscheme through the Special Educational Needs and Disability offer from the local authority, and was surprised to learn that she could receive funding for a couple of days from to pay for one to one support. Our playworker Jessie Gambell was assigned to Ned and they hit it off straight away.

“We were so lucky to have Jessie – he’s a wonderful person and a huge asset to the staff team,” says Hattie.

So why does Ned love the outdoors so much? “It’s because like so many autistic kids, he is very sensory and creative, and the forest environment is just perfect for that,” explains Hattie.

“Ned suffers from extreme anxiety when he is not in a structured environment, so school holidays are horrific for him,” says Hattie. “Ideally he needs structure every day, but it’s impossible to provide that in holiday time, especially when I have my two younger children to look after too,” says Hattie.

Ned’s favourite activities at Wild Play Days were camp building and role play, as they are quite tactile and creative things to do. “He talked a lot about them when he came home at the end of the day, which is a big thing for an autistic child to do,” says Hattie.

But Ned doesn’t fit in with the normal autistic stereotype – he is not really into computers for example – but he loves to draw, swim and play in his favourite parks. He loves museums too, although this can be stressful for him if they are particularly crowded.

“I was really impressed with the staff on the playscheme and at YMCA Hawker. Nothing was too much trouble and I felt I could trust them to call me if anything was wrong,” says Hattie.
“At the gym I try to build up my endurance. I’m also working on my core strength and my leg muscles”
A TENNIS STAR IN THE MAKING

International tennis player Erika Campbell joined our gym at YMCA Wimbledon to keep fit as part of her training programme. Erika is a Wimbledon local and has been playing tennis since she was five years old, and competing in tournaments since she was seven in Europe and America.

Her fitness programmes change depending on the skill set she will need for each tournament and these are planned with her strength and conditioning coach. “At the gym I try to build up my endurance,” says Erika. “I’m also working on my core strength and my leg muscles. I use the medicine balls, the leg press, the bench press, the cross trainer, the running machine and the bike.”

So what do the next few years hold for a competitive and driven tennis player like Erika, who describes herself as a perfectionist on the court. “I want to develop my game, start to play professionally and get on to the Women’s Tennis Association (WTA) tour.

To help support Erika in her dream to be number one, her father Terry has had to make a lot of sacrifices, for example giving up his career in banking, so that he can take her to tournaments, negotiate sponsorship and manage her tournament diary. He is adamant it’s worth it. “Sometimes I get a glimpse of the player she’s going to be.”

Despite all the hard work and the sacrifices she has had to make, Erika is a teenager who has good days and bad days and loves nothing more than to hang out with friends at the weekend. Her favourite ways to relax are watching Netflix, baking or song writing. We wish this inspirational young woman all the very best in her tennis career.

We believe that everyone should enjoy the benefits of good health and wellbeing.
DEMAIRO’S STORY

Our basketball coach Demairo Hudson has been coaching young people at YMCA Walthamstow for seven years and last year he proudly won ‘Coach of the Year’ out of 16 nominees at the Waltham Forest Feel Good Sports Awards 2016.

It was an honour to witness Demairo receive this well-deserved and hard earned award and we are equally proud of our other two young people Kane (nominee of Sports Person of the Year) and Tomas (nominee of Sports Person of the Year Under 16s) for their efforts and contribution.

Demairo came to this country from Jamaica at the very young age of 10 and life quickly became difficult for him as he was bullied and experienced peer pressure towards gang and drug culture.

Demairo has made significant and progressive steps forward in his life and has been able to be mentor and role model to hundreds of young people from the local and surrounding boroughs who come and participate in our basketball sessions year in and year out.

“I’ve learnt how to deal with adversity and I’ve come out the other side a better person. Being a good father and a positive role model for my children, teaching them the values and importance of education, communication, team work and why it’s important to live a healthy lifestyle of exercise and good eating habits. My parents and family are very happy I have made this decision to turn my life around. They see the changes I have made and are proud of my achievements.”

This is a wonderful achievement and we are very proud of Demairo’s journey.
Michael Thomas, 32, is a Fitness Instructor at YMCA Walthamstow and a resident in the hostel.

Michael has been living at YMCA Walthamstow since 2014 and became homeless through very sad circumstances. “My mum was diagnosed with lung cancer. For the last three years up to her death she was in and out of hospital. I handed in my resignation to work, I was a night supervisor at Primark, so that I could look after her but a year later she died – and that’s when I became homeless. There were times I slept in hospital toilets because there was nowhere else to go,” he says.

Thankfully, Michael’s situation was relatively short-lived and after two months, he was accepted into YMCA Walthamstow. But this wasn’t the first time he lived in a hostel. When Michael was just 16 he left home and moved into the YMCA hostel in Hornsey. His mother had to move to America for a while and he didn’t want to go, so he stayed in London - but it was challenging. “I was living in Tottenham, it’s a pretty rough place.”

When Michael first moved into YMCA Walthamstow, it took a few months to adjust. “Living here in the beginning, it was hard to because I was smoking cannabis at that time, to help deal with my depression. But it didn’t help that a lot of people around me were smoking cannabis and doing other drugs, too. For the first six months I was just wasting my time until I came across the gym volunteering programme which gave me some purpose. I gave up smoking and my health and lifestyle improved.”

After three years at the hostel, Michael has reached the last stage of the accommodation process and the next stage could be shared accommodation or even if he is lucky a mYpad on site. He feels very settled now and believes that the hostel has improved a lot since he first arrived. “My journey with YMCA has been a positive one, and this place has changed for the better. There was a lot of blatant drug abuse here, but it’s different now, there has been a definite improvement. A lot of people were disruptive, but now it’s peaceful and quiet. In my opinion, the people who are living here now make it better – they get their head down and know that this place is a stepping stone.”
It was Ghandi who said “If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning.”

Over the last 12 months at YMCA East London and YMCA London South West the sentiments behind this quote have been very real to us as we have not only merged East and South West London but also reinvested, restructured and refocused what we do, but have also progressed some new developments including a brand new Y:Cube project in Chessington. At the same time as all this has been underway we have lit a fire in the imaginations of other YMCAs and have committed to merge with YMCA Slough before going through an amalgamation with YMCA West London.

In looking back on the work of 2016-2017 I realise that it has been like driving down the motorway and changing lanes from the slow to the fast lane. If you tried to do this but stayed in 2nd or 3rd gear then you would struggle and eventually break down. If however you shift gears and change your perspective then you realise that you are now starting to realise the potential of the vehicle you are travelling in.

Over the last 12 months we done just that - we have changed gears and changed our perspective so that we are travelling effectively and efficiently in the next lane. This has required some changes in staff structures and personnel alongside the investment of Metro Bank and Charity Bank. In the coming year we will move up another gear and into another lane as we merge with YMCA West London and YMCA Slough, in so doing creating the largest YMCA in Europe that works across South, West and East London and beyond.

As CEO I am grateful for the support of the Board of Trustees and the staff, volunteers and supporters and investors who have often gone above and beyond in pursuit of our YMCA common cause. It is these people who have delivered on that Ghandi promise of having the capacity now that we did not have at the beginning.

No doubt the journey ahead of us will see us change gear again as we start to realise the potential that has been created not just in our existing locations, but in new places like Chessington, Newham, Westminster Southwark and beyond. In the meantime I would encourage you to read this Snapshot and its stories, so that you can learn about the transformations that have already taken place. We are your YMCA and these are our stories.
The last year has been one of change and renewal for YMCA London South West with its merger with YMCA East London, and proposed mergers with YMCA Slough and YMCA West London. The Association will become stronger, support local communities better and will develop a greater focus on its work with youth. At its heart, the Association is driven by its Christian vision where people can come as they are; be met at their point of need and come to know life in all its fullness. These values are core to all of our activities from supporting vulnerable people in our hostels in Surbiton, Wimbledon, Parsons Green and Walthamstow, to providing good quality childcare and youth provision, and delivering a holistic approach in our health and wellbeing centres.

As President of YMCA London South West I’m very proud of the ongoing work of the chaplaincy team from the Life Journey retreats they host every year to spiritual discussions and pastoral guidance, counselling session and quiet reflections in the chapels. They make a real difference to people’s lives.

I would like to take this opportunity to thank everyone for their hard work and dedication in making YMCA London South West an invaluable part of the community, bringing light where there is darkness and giving hope where there is none.

The Right Reverend Dr Richard Cheetham,
Bishop of Kingston

“For God, who said, ‘Light shall shine out of darkness,’ is the One who has shone in our hearts to give the Light of the knowledge of the glory of God in the face of Christ.”

(Corinthians 4:6)
FINANCE REPORT

INCOME

TOTAL
£17,506,000

59% HOUSING
£10,325,000

6% FAMILY WORK
£1,030,000

5% OTHER
£885,000

4% CARE
£696,000

26% HEALTH & WELLBEING
£4,570,000
EXPENDITURE

- 54% HOUSING: £9,491,000
- 10% FAMILY WORK: £1,776,000
- 29% HEALTH & WELLBEING: £5,035,000
- 4% CARE: £680,000
- 3% OTHER: £480,000

TOTAL: £17,412,000
WHAT IS VALUE FOR MONEY?

One of the most important considerations for YMCA London South West, our service users and other stakeholders, is that we provide services that are Value for Money (VfM). VfM is embedded in our Corporate Strategy and across the Association. One of our corporate objectives is to ensure financial sustainability. Financial sustainability through the delivery of Value for Money to our stakeholders is central to ensuring that we achieve our mission and all our strategic objectives.

At YMCA London South West we believe that VfM is about running our organisation viably. VfM is defined as achieving the right balance between the 3 ‘Es’: economy, efficiency and effectiveness (also known as the “value chain”).

- Economy relates to the price paid for (say) a service, for instance, the hourly cost of our maintenance operative.

- Efficiency is a measure of productivity; that is how much we get out in relation to the money we put into a service. For instance, what does our YMCA get out of spending an extra £50 per resident per year on planned maintenance?

- Effectiveness is a measure of the impact achieved from a certain effort or expenditure. For instance, how much crime or anti-social behaviour is reduced as a result of us installing additional CCTV around our hostels?

VfM is high when there is an optimum balance between all three ‘Es’; relatively low costs, high productivity and successful outcomes. VfM is embedded in the way we work and in the way we plan and deliver services to residents and our other service users. Our mission statement makes it incumbent upon us to ensure that services are designed and delivered in a way that enhances the organisation's financial sustainability, as illustrated.
How VfM is embedded at YMCA London South West to underpin our viability.

WHAT ARE WE DOING? In a climate of reduced government funding and potential economic hardship for many of our customers, preserving the Association’s financial position at current level, let alone improving upon it, is our challenge going forward.

VfM is integral to our approach to budgeting and business planning where every penny is made to count and all savings are ploughed back into service improvements or investment in homes. Our treasury activities aim to maximise interest rate savings, wherever possible, provided this does not jeopardise the Association’s financial wellbeing in the long-term.

HOW CAN YOU HELP US ACHIEVE VFM? Do you have any ideas or suggestions for how we can improve VfM? If so we want to hear from you, please send an email to enquiries@ymcalsw.org.
GOVERNANCE

President
The Right Reverend
Dr Richard Cheetham,
Bishop of Kingston

Board of Management
Andy Palmer,
Chair (from 21 May 2016)
Kathy Morrissey
Paul A Pearse
Howard Dawson
Lis Judge
Louise Hedges
Colin Archer
Ken Youngman

Company Secretary
Gwynne Jarvis

LEGAL INFORMATION

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TSA number LH4078
Group VAT number
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EXECUTIVE TEAM

Chief Executive
Richard James

Group Finance Officer and Deputy CEO
Fred Angole

Director of People & Services
Marjorie James

Director of Property & Places
Mark Agnew

Area Director (South West London)
Angela Garrett

Area Director (East London)
Jessica Laryea

Area Director (South London)
Rebecca Stockman

STRATEGIC TEAM

Strategic Lead for Children, Youth & Families
Barnabas Shelbourne

Strategic Lead for Health & Wellbeing
Stuart Creed

Strategic Lead for Marketing & Communications
Estelle Cable
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Twitter
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YouTube
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WE WOULD LIKE TO THANK...

| Big Lottery - Reaching Wider communities | Hampton Fuel Allotment Charity |
| BBC Children in Need - Main Grants      | Royal Borough of Richmond upon Thames |
| Jack Petchey Foundation                 | Royal Borough of Kingston upon Thames |
| Accumulate                              | Achieving for Children – Richmond & Kingston |
| ISO Dance Company                       | The Hawker Association |
| Scope 4 Success                         | The Stragglers Running Club |
| Waltham Forest College                  | Kingston Park Run |
| Leyton Sixth Form                       | Kingston Community School |
| Youth Engagement & Participation Early Help - LBWF (London Borough of Waltham Forest) | Surbiton New Life Baptist Church |
| Youth Engagement Cor-ordinator, for the MPS (Metropolitan Police Service) East London | Wimbledon Foundation |
| Big Lottery Fund                        | London Borough of Merton |
| Leyton Orient Trust                     | |
| Tottenham Hotspur Foundation            | |
| Waltham Forest College                  | |
| Homerton Hospital                       | |
| NHS Mental Health (NELFT)               | |
| Motivate East                           | |
| Essex Cricket Partnership                | |
| Waltham Forest Social Inclusion         | |
| Youth Engagement Co-ordinator, for the MPS (Metropolitan Police Service) East London | |
YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

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