



**YMCA St Paul's Group**  
**Creating a World where young people  
thrive and communities Flourish**

**BOARD AND COMMITTEE ENQUIRY PACK**

## Welcome from the Chair and Chief Executive

Thank you for interest in joining our Board or Committees.

YMCA St Paul's Group is a Charity and Registered Social Landlord that is a leading provider of youth, community and specialist supported housing across London and beyond.

As a charity with a Christian faith basis, our vision is of places where young people can thrive and communities flourish and it is with this vision in mind, we work with other community collaborators to create welcoming, safe places where everyone can come through the 'same front door' be met at their point of need and find life in all its fullness.

Our excellent, engaged, and diverse Board and Committee members set our strategic direction, ensure that we stay strong and sustainable whilst delivering maximum impact. These Board & committee members work together in a positive and constructive way, linking up with officers and staff they work out destination and monitor the milestones on our journey as we get there.

As a charity, we are at an exciting point in our 150-year journey, we have a new ambitious Strategic Plan (called the World we want to see), have received the top governance grading from the Regulator of Social Housing (G1) and are engaged in several landmark development projects. We are also planning on extending our reach to new communities, creating new partnerships as well as be seen as a key influencer with key decision makers.

We are looking for a diverse range of people to join our Board & committees who share our vision and values and who are who are wise and courageous, to help us. Given the diverse range of people and communities we serve we welcome interest from people who will be able to help us understand these communities.

This booklet provides a short introduction to YMCA St Paul's Group, it also shows some images of work delivered across our organisation. Alongside this pack we would encourage looking at our latest Annual Report and Financial Statements & Strategic Plan which are available from our website.

If having read this booklet and our Annual Report and Financial Statements it you feel you have the skills, energy and motivation to help us see that "World we want to see" then [please complete our Expression of Interest form](#) so we can how you might be part of this exciting journey.

Kind regards

A handwritten signature in black ink, appearing to read 'Andy Palmer'.

Andy Palmer  
Chair

A handwritten signature in black ink, appearing to read 'Richard James'.

Richard James  
Chief Executive

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## ABOUT YMCA ST PAUL'S GROUP

With nearly 1,200 units of accommodation, YMCA St Paul's Group (YMCA SPG) we are a leading provider of Supported Housing focused on London and its surrounding areas. Alongside our housing work, we provide a wide range of youth, health & wellbeing and community services that have an impact on thousands of people and dozens of communities every day.

Whilst our work is focussed on London and beyond, YMCA SPG is a part of the wider YMCA Movement. Since it was founded in the shadow of St Paul's Cathedral in London (hence our name) in 1844, the YMCA movement has grown to over 120 countries, reaching 64 million people worldwide. As the oldest and biggest youth-focused movements in the world, YMCA is one of the 'big six' global youth organisations and significantly holds a seat at the United Nations Economic and Social Council. As Europe's largest YMCA and based in the city where YMCA started, YMCA St SPG's work has a wider significance. As such YMCA SPG seeks to use its influence and impact not only for its own area, but also for the benefit of the wider YMCA.

That's why, here in London at YMCA SPG we pride ourselves on responding to local need but in a way that makes the most of the resources available to a larger charity and as part of a national and global movement.

### YMCA RESIDENTS LOUNGE: SOUTH EALING



## WHAT WE DO

We split out work into three operational areas that are delivered through sites that spread across London:

**Housing, Care & Support:** We provide 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.

**Health & Wellbeing:** We bring people together by encouraging them to be healthy physically and mentally.

**Children, Youth & Families:** We support all Children, Young People and Families to be safe, healthy, connected and confident people who can go on to contribute and achieve in their communities.

Our work aligns with that of the other YMCAs, not least in London where we work closely with our neighbouring Associations to meet local needs. A summary breakdown of all our services can be found on our website. <https://ymcastpaulsgroup.org/services/>



## OUR CULTURE, VALUES, AND ETHOS

As an organisation we have a Christian faith basis which means we seek to be:

**Loving:** We expect to be generous with our kindness, compassion, and respect, treating others as we would like to be treated ourselves.

**Hopeful:** We know that everyone is unique, and we want to resource and equip people so that they can hope for a better future and make the best decisions

**Community focused:** We value all people, of faith and none and welcome all by celebrating diversity and challenging inequality. Within our internal teams, service users and other community collaborators we recognise the best solutions are co-created.

**Person centred:** We place relationship at the heart of all we do, knowing that we grow better together. We will consider the thinking, emotions, personality, and situation of each individual and we will draw out and support resilience, learning and transformative personal development.

**Holistic:** We understand that everyone has the potential for wholeness in body, mind and spirit. We acknowledge where brokenness and hurt have damaged this fullness of life and commit to encouraging and empowering others to grow.

From Board to frontline workers, we look to create a culture that expresses these values in actions.



## **OUR WORK DURING 2020-21**

Much was done during the year with some of the highlights being:

2,022 people called YMCA SPG home during the year.

965 people moved on from our living with us, 75% of these moved on in a positive and planned way

4,680 interactions were had with our Humanitarian Project in Merton (that gives out food and care parcels

11,939 attendances at our online Health and Wellbeing classes during lockdown, helping people stay physically well.

96,000 meals were served to residents, night shelter guests and people in the local community.

4,000 support phone calls were made to young people during lockdown.

40 lifeskill sessions and 70 home fitness sessions were delivered to young people who would normally be accessing our youth services.

1,251 Pastoral sessions were provided to staff, young people, residents and local community members

Individual stories of impact can be found on our website.



## YOUNG PEOPLE, RESIDENT AND CUSTOMER ENGAGEMENT

Meaningful and informative resident and customer engagement also sits at the heart of our new strategic plan. We want those who would be using our services to help shape the way we do things as well as how we communicate.



The Prince's Responsible Business Network



We pride ourselves on being diverse and inclusive, knowing that it is only through engaging and empowering the voices of everyone who works for us or volunteers with us that we can become the charity we strive to be. With that in mind we actively look to support applications from a diverse range of people who represent the people and communities we serve.



## HOW OUR GOVERNANCE IS ORGANISED

The Board works closely with its committees to govern the organisation. There are four committees each with particular focuses that support the overall governance of the charity. They are:



The Committees are comprised of both Trustees and Independent members and are attended by different officers. Whilst the Board remains the ultimate decision-making body, the Charity is committed to deploying the Committees to strengthen its assurance, impact and

effectiveness. The allocation of responsibilities and activities across the Board and Committees is set out in the table below.

Following adaptations made during 2020-21, committees are largely digital, online meetings with an occasional social. Board meetings are a mix of in-person away days and hybrid meetings. This approach to meeting online and occasionally in person has allowed us to attract Board and Committee expertise from across the country.

A Board and committee role description is available from our website

Overview	Trustee Board	Audit & Risk Committee	Development & Assets Committee	People & Governance Committee	Performance Committee
<b>Core areas &amp; risk</b>	<ul style="list-style-type: none"> <li>Group governance &amp; viability</li> <li>Charitable mission, impact &amp; future plans</li> <li>Strategic risk &amp; appetite</li> <li>Reserves &amp; viability</li> <li>Reputation</li> <li>Stakeholder engagement</li> <li>Youth engagement</li> <li>Resident engagement</li> </ul>	<ul style="list-style-type: none"> <li>Risk - compliance, financial loss &amp; fraud</li> <li>Audit - external &amp; internal</li> <li>Assurance framework</li> <li>Final accounts &amp; accounting policy</li> <li>Stress testing &amp; viability</li> <li>Treasury &amp; investment management</li> </ul>	<ul style="list-style-type: none"> <li>Property portfolio, growth &amp; disposals</li> <li>Asset &amp; facilities management</li> <li>Health &amp; safety</li> <li>Energy efficiency</li> <li>Environmental impact</li> <li>Development schemes</li> <li>Finance - management accounts (property &amp; safety)</li> </ul>	<ul style="list-style-type: none"> <li>People (incl staff / vol safeguarding)</li> <li>Governance</li> <li>Remuneration</li> <li>Board effectiveness</li> <li>Skills &amp; succession planning</li> <li>Appeals</li> <li>Finance - management accounts (people)</li> </ul>	<ul style="list-style-type: none"> <li>Customer service, impact &amp; effectiveness</li> <li>Operations - service management, performance &amp; improvement</li> <li>Finance - management accounts (operations)</li> <li>Impact and performance reporting</li> <li>Safeguarding</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Strategic plan</li> <li>Collaboration &amp; acquisition</li> <li>Finance / business plan</li> <li>International</li> <li>All reviewed by Committees</li> </ul>	<ul style="list-style-type: none"> <li>Risk</li> <li>ICT (Charity infrastructure)</li> <li>Treasury management (incl investments)</li> <li>VfM</li> <li>Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Asset management</li> <li>Development &amp; disposal</li> </ul>	<ul style="list-style-type: none"> <li>People</li> <li>Governance</li> <li>Chaplaincy (People &amp; Organisation)</li> </ul>	<ul style="list-style-type: none"> <li>Housing management</li> <li>Children, youth &amp; family</li> <li>Health &amp; wellbeing</li> <li>Digital (service users)</li> <li>Chaplaincy (Service Delivery)</li> </ul>
<b>Policy review &amp; effectiveness</b>	<ul style="list-style-type: none"> <li>Corporate Policy approvals</li> <li>Any escalated from Committees</li> </ul>	<ul style="list-style-type: none"> <li>Financial Regulations</li> <li>Information security</li> <li>Anti-bribery</li> <li>Whistleblowing</li> <li>Incident reporting</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> <li>Health &amp; safety</li> </ul>	<ul style="list-style-type: none"> <li>Christian Leadership</li> <li>Code of conduct</li> <li>Conflicts of interest</li> <li>Equality &amp; diversity</li> <li>Governance Framework</li> <li>Governance &amp; Viability</li> </ul>	<ul style="list-style-type: none"> <li>Compliments, complaints &amp; suggestions</li> <li>Rent setting</li> <li>Safeguarding</li> </ul>
<b>Housing Regulatory standards</b>	<ul style="list-style-type: none"> <li>All group and regulatory responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Governance &amp; Viability</li> <li>Value for Money</li> </ul>	<ul style="list-style-type: none"> <li>Home</li> </ul>	<ul style="list-style-type: none"> <li>Governance &amp; Viability</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy</li> <li>Neighbourhood &amp; community</li> <li>Tenant involvement &amp; empowerment</li> <li>Rent</li> </ul>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>All regulators at governance level</li> <li>Regulator of Social Housing</li> <li>Companies House</li> <li>Charity Commission</li> </ul>	<ul style="list-style-type: none"> <li>Information Commissioner</li> <li>FCA - money laundering</li> <li>HMRC</li> <li>Pension Regulator</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Safety Executive</li> <li>Building Safety Regulator</li> </ul>		<ul style="list-style-type: none"> <li>Regulator of Social Housing</li> <li>Ofsted</li> <li>Care Quality Commission</li> <li>Fundraising Regulator</li> </ul>
<b>Lead Executive</b>	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of Property &amp; Places</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of People</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of Operations</li> </ul>



**YMCA WIMBLEDON: OUR NEWEST AND BIGGEST DEVELOPMENT**

## WHAT NEXT

If having read the above you are interested in getting involved, and feel you have the skills, lived experience and passion to help in the governance process then please [complete our Expression of Interest form](#) We will then be in touch to arrange an informal conversation about next steps.

