

YMCA ST PAUL'S GROUP

**YMCA**

Here for young people  
Here for communities  
Here for you

# Board and Committee Enquiry Pack

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Creating a world where  
young people **thrive** and  
communities **flourish**

# Welcome from the Chair and Chief Executive

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*Thank you for interest in joining our Board or Committees.*

YMCA St Paul's Group is a Charity and Registered Social Landlord, as well as 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. 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 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. They work together in a positive and constructive partnership with officers and staff to shape the charity's destination and set milestones for the journey ahead.

As a charity, we are at an exciting point in our 150-year journey, we have an 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 wise and innovative people to join our Board & Committees, who are committed and share our vision and values. As we serve a diverse range of people and areas, we welcome interest from those who can help us understand and help these communities better.

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, after having read this booklet, you feel you have the skills, energy and motivation to help us see that 'World we want to see', then we want to hear from you. Please complete our **Expression of Interest form** so we can see how you might be a part of this exciting journey.



*Kind regards*

**Helen Brewer** Chair of the Board of Trustees

**Richard James** Chief Executive

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# About us

With around **1,200** units of accommodation, YMCA St Paul's Group (YMCA SPG) is 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 YMCA SPG is focussed on London and beyond, we are a part of the wider YMCA Federation. Since the YMCA was founded in the shadow of St Paul's Cathedral in London (hence our name) in 1844, the 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 the federation began, YMCA SPG's work has a wider significance. As such, the organisation seeks to use its influence and impact not only for its own area, but also for the benefit of the wider YMCA federation.

That's why, here in London, 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.



# 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 our all our services can be found on our website [www.ymcastpaulsgroup.org/services/](http://www.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 h 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.



► Sensei Sat, founder of Khalsa Karate, winning a Youth Matters Award in 2022

- ▶ YMCA Wimbledon, our newest and biggest development



# Our work during 21/22

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

**1,737** people called YMCA SPG home during the year.

**661** people moved on from our living with us.

**2,237** 1-2-1 sessions with young people were delivered by our Youth Team, empowering them to overcome challenges and reach goals.

**41,194** young people attended swimming lessons at Hampton Pool throughout the year.

**96,000** meals were served to our residents in our supported accommodation in Wimbledon, Walthamstow and Ealing.

**1,117** counselling sessions were delivered by our Release Counselling team to our residents and members of the local community.

**1,201** Pastoral sessions were provided to staff, young people, residents and local community members.

You can read more on our [Residents Report here](#)

# 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.

We believe in empowering our customers and communities so that they are able to have a better say in the decisions that affect their lives and support their personal growth in their wider life. Our **Customer Involvement, Engagement and Empowerment charter** is our promise to continue to develop our culture that values, listens and acts on the views and needs of our customers.

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.



See how the work at the YMCA St Paul's Group is vital for young people in our communities in [this short video](#)





# 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 overleaf.

Following adaptations made during 2020-21, committees are largely digital, online meetings with an occasional social. Committee meetings 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



	Trustee Board	Audit & Risk Committee	Development & Assets Committee	People & Governance Committee	Performance Committee	Safeguarding
Core areas & risk	<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>Financial scrutiny (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>Financial scrutiny (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> </ul>	<ul style="list-style-type: none"> <li>Safeguarding</li> </ul>
Strategy	<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 mangement</li> <li>Children, youth &amp; family</li> <li>Health &amp; wellbeing</li> <li>Digital (service users)</li> <li>Chaplaincy (Service delivery)</li> </ul>	<ul style="list-style-type: none"> <li>Any that are involve Safeguarding</li> </ul>
Policy review & effectiveness	<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> <li>Risk mitigation</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> </ul>	<ul style="list-style-type: none"> <li>Compliments, complaints &amp; suggestions</li> <li>Rent setting</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding</li> </ul>
Housing Regulatory standards	<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>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
Regulators	<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> </ul>	<ul style="list-style-type: none"> <li>Regulator of Social Housing</li> </ul>	<ul style="list-style-type: none"> <li>Regulator of Social Housing</li> <li>Ofsted</li> <li>Fundraising Regulator</li> </ul>	<ul style="list-style-type: none"> <li>Charity Commission</li> <li>Regulator of Social Housing</li> <li>Ofsted</li> </ul>
Lead Executive	<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>Chief Executive</li> <li>Company Secretary</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of Operations</li> </ul>	<ul style="list-style-type: none"> <li>Group Director of Operations</li> </ul>

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A Board and committee role description is available from our website.

# What next

If you are interested in getting involved as a trustee or committee member and feel you have the skills, lived experience and passion to help us achieve our mission, then please complete our **Expression of Interest form**. We will then contact you to arrange an informal conversation about next steps.

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YMCA St Paul's Group  
49 Victoria Road  
Surbiton  
KT6 4NG

[ymcastpaulsgroup.org](http://ymcastpaulsgroup.org)

 @ymcastpaulsgroup

 @YMCAStPaulsGroup

Charity No. 1041923

▶ Hayes Youth Services, YMCA Walthamstow



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YMCA St Paul's Group  
49 Victoria Road  
Surbiton  
KT6 4NG

**T** 020 8399 5427

**E** [enquiries@ymcaspg.org](mailto:enquiries@ymcaspg.org)

**W** [ymcastpaulsgroup.org](http://ymcastpaulsgroup.org)

Registered company no: 2971930

Charity no: 1041923