



YMCA
Herts • Beds • Bucks
OneYMCA.org

Trustee Appointment Details Pack

Macaulay
search.

Welcome from our Chair of Trustees and Chief Executive

One YMCA is growing rapidly to help meet the increasing needs in our society. If you would like to make a difference to the children, young people and families who need it most, then this could be the moment to bring your experience and drive to our ambitious Christian charity. As we grow, we need even more expertise and cutting-edge thinking on our Trustee Board to ensure lasting impact is made in more people's lives. We hope this pack will enthuse and inspire you to consider joining us.

YMCA is a global movement that empowers communities and young people to build a just, sustainable, equitable and inclusive world. Founded over 180 years ago, the movement gave birth to basketball, volleyball, Father's Day, and inner-city hostels, and has grown to be the world's largest youth organisation, helping more than 65 million people in 120 countries.

One YMCA represents the movement in Hertfordshire, Bedfordshire and Buckinghamshire, and is now one of the largest YMCAs in Europe. Whilst we are part of the broader national and international YMCA family, we are a separate legal entity accountable as a Group to both the Charity Commission and Companies House.

Our focus has always been to help young people belong, contribute, and thrive in body, mind and spirit. We support vulnerable individuals and families to develop the skills and confidence they need to progress towards independence, so they live their life to the full.

We are on an exciting and ambitious growth trajectory. In the last five years, we have trebled our income to £40m, and we're now poised to step this up another gear. At the start of a new five-year strategy, we're bursting with potential and ready to launch into the next phase of our development that will see us grow beyond a £50m turnover. What matters is the impact that money can have in changing lives. We'll grow our staff team to above 800, diversify to new geographical areas, develop services in new sectors and expand to support more than 200,000 people each year.

We have a talented and committed Board of Trustees who have steered One YMCA through a very significant period of growth in scale and impact. We are now looking to recruit some new trustees to support Board succession and bring additional skill sets and diverse perspectives.

One YMCA encourages applications from a diverse range of candidates. We're welcoming, inclusive, and try to enjoy ourselves even while doing serious business. We support the [Get on Board](#) Young Trustee Programme and have a good balance of skills and backgrounds on the Board, but we recognise the need to further increase the diversity of the Board and acknowledge that we don't yet proportionally represent the ethnic diversity of the regions we serve.

Whilst we are interested in anyone with experience in the areas of work we deliver, we are particularly interested in receiving applications from those with experience in social housing (including lived experience of social housing), finance and/or audit and risk (as long-standing trustees in this area are set to retire) and safeguarding.

YMCA has a rich Christian heritage stretching back more than 180 years and our Christian ethos remains at the core of everything we do. We ask that all Trustees should be comfortable with prayer and reflection as part of our meetings, working within a Christian ethos, and upholding our Values of Respect, Compassion and Growth. To learn more about our Christian values and heritage, please [click here](#).

If you share our Vision and Values and could bring relevant skills, experience, and energy to support and challenge our passionate Executive Team, then we would love to hear from you.

Bishop Richard Atkinson OBE, Chair
Guy Foxell, CEO



YMCA England & Wales and World YMCA

One YMCA is an independent charity which is a part of the oldest and largest youth focused movement in the world.

The YMCA movement was founded in 1844 and now operates in 120 countries, reaching over 65 million people. YMCA associations are strongly rooted in their communities and offer a variety of programmes and services based on local priorities and issues affecting young people and their communities.

World YMCA's goal is to be the global youth empowerment organisation and partner of choice: empowering, inspiring and mobilising young people to find and share their voice on the issues that matter to them and to the world.

YMCAs in England and Wales are part of the national movement. Together, we intensively support 375,000 young people every year, ensuring each young person we meet has an opportunity to belong, contribute and thrive.

Everyone should have a fair chance to discover who they are and what they can become.

YMCA believes in fairness and opportunity.

There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities.

Many young people have never known these things; other people have lost one or more as they grew up, but we all need them. All of us.

At YMCA, we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community.





Welcome to One YMCA

One YMCA enables people to develop their full potential in body, mind and spirit. Inspired by, and faithful to our Christian values, we create supportive and energising communities that are open to all, where young people can truly belong, contribute and thrive.

We deliver a range of programmes and services that tackle the issues facing local people and ensure that there are opportunities for young people throughout our work, from apprenticeships to work experience and childcare to youth work.

We work with all ages, faiths and backgrounds, as part of an international movement rooted in more than 120,000 communities around the world.

We have served local communities for 140 years and we reach thousands of people every day.

Our values help us navigate the way ahead in changing times.

We champion RESPECT so everyone can BELONG
We show COMPASSION so everyone can CONTRIBUTE
We inspire GROWTH so everyone can THRIVE



Overview of what we do

Housing

We provide trauma-focussed supported accommodation for those experiencing or at risk of homelessness.

Presently we provide housing services and supported living across 12 different districts in Hertfordshire, Bedfordshire, and Buckinghamshire.

Our dynamic pathway to independence is a seamless, continuous movement towards independence covering five stages: Initial, Intensive, Transitional, Step down and Move on.

Over the last five years we have expanded our services to support people with more complex needs, developed an Ofsted-registered 100 unit facility to support 16 and 17 year olds, and grown our total social housing provision from 350 units to nearly 800 units. Our future plans will soon see us grow to over 1,000 units, so we are now preparing to be a “Large Registered Provider” with the associated regulatory requirements that come with this scale.

Health & Wellbeing

We provide personalised sport and recreation to promote overall health and wellbeing for our beneficiaries through [Project Resilience](#) and in the community via our [Community Hubs](#).

Family & Children

We create positive outcomes for young people, children and their families, for example through perinatal services, parenting support and children’s activities.

We now deliver [Family Centre Services](#) across the whole of Hertfordshire, complementing the [Children’s Centre services](#) we provide in Bedford Borough.



Youthwork

Our skilled and committed One YMCA Youth team deliver a diverse range of activities with young people aged 8 – 18 (up to 25 SEND). We work across Herts, Beds, Bucks, and beyond delivering in community spaces, schools, youth clubs, parks and anywhere young people come together.

Airplay

A collaboration of YMCAs across England, Wales and Scotland, delivering the RAF Benevolent Fund's youth support scheme, Airplay. [Airplay](#) aims to improve outcomes for young people from RAF families, who face a unique set of challenges as military children.

Training & Education

We provide children with the very best [nursery](#) experience with a focus on the individual child and their very unique needs. The care and commitment of our team was highly praised in our Ofsted report, and we were delighted to be graded 'Good' at our last inspection. We have places for over 100 children aged between three months and five years.

We also provide education, training and work experience for our residents, apprenticeships, and the [Get On Board](#) Young Trustee Programme.

Support & Advice

We provide [therapeutic support](#) for those experiencing domestic abuse and sexual violence, and [mental health counselling services](#) for young people.

Our [Chaplaincy](#) team supports our beneficiaries, volunteers and staff. The team provides emotional and spiritual support to help people navigate the day to day pressures wrought by relationships, money worries and the expectations of others. Our Chaplains journey with people through life, their faith enabling them to share the hope they have. Above all, the Chaplaincy provides a safe, non-judgemental space for people of all faiths and backgrounds to share their feelings.

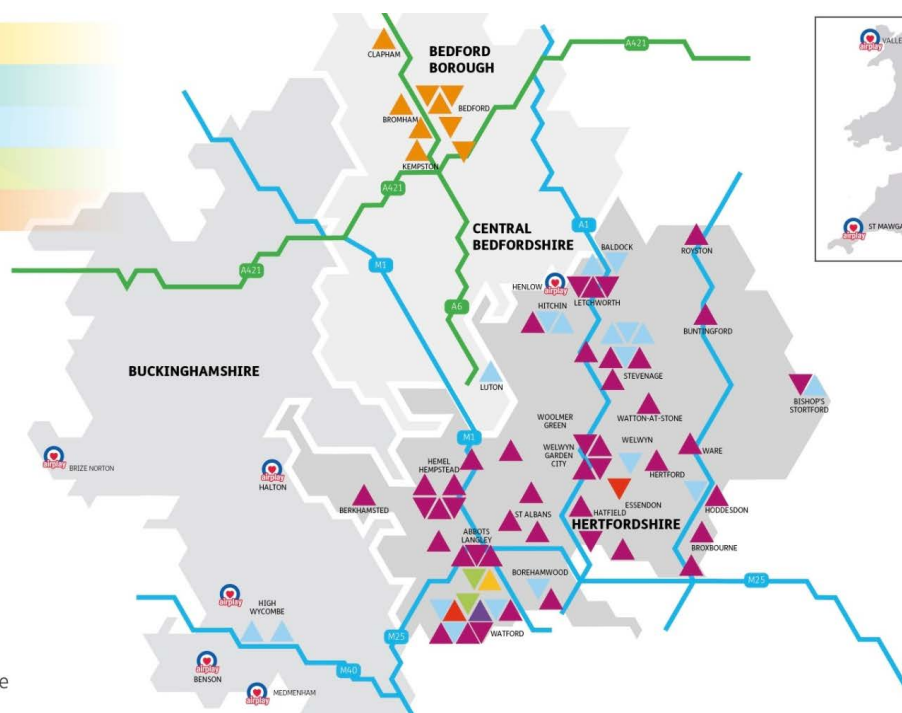
To discover more about our life transforming work, and the unique journeys of people who are part of the One YMCA family, please see our latest [annual review](#).



Where we work

OUR PLACE IN THE COMMUNITY

-  Housing
 -  Nursery
 -  Youth services
 -  Community Centre
 -  Family Support Service
 -  Bedford Borough Family Hubs & Children Centres
 -  Signpost
 -  Airplay
- ALSO: In Herts and Beds
Independent Domestic Abuse and Sexual Violence Advice



Who we helped



Our strategy

Mission 25

Following the success of Mission 25, our five-year organisational strategy running from 2020 to 2025, we have made significant strides in doubling our impact and re-evaluating the best ways to advance our charity. Over the last five years, we have trebled our income to £40m, more than doubled our staff numbers to 750, and increased our social housing units from 350 to nearly 800. Other highlights include:

- We have developed our own Youth Mentoring programme
- Last year 492 children had their voice heard in shaping our services
- Chaplaincy services have been accessed by 453 residents
- Tenant satisfaction rose from 75% (2024) to 80% (2025), and occupancy is now over 97%
- New systems have been implemented across the charity, improved Wi-Fi, email security, resident access to IT, and new hardware in most locations
- Colleague satisfaction rose from 66% (2022-23) to 78% (2024-25)





Twenty by '30

Looking ahead, we are focused on sustaining this momentum into 2030 and beyond. Our aim is to contribute to the Global YMCA Movement while enhancing our local strategy to deepen our impact.

It's an exciting time to consider joining us, as we step into the first year of our new five-year strategy: 'Twenty by '30'.

As we developed our new strategic-plan, we recognised that the needs of the communities we serve have not changed during our successful Mission 25 strategy, and that our suite of programmes and projects are already effective at meeting those needs. We have untapped potential across our varied services, and by doing “More & Better, Together” across twenty areas chosen by our colleagues and service users, we know that between now and 2030, we can help even more people to Belong, Contribute & Thrive, in Body, Mind & Spirit.

- **More:** Growing numbers of people in our communities are suffering hardship, abuse, and loss of their hope and future. We'll grow our proven, lifechanging programmes and develop new projects that play to our strengths.
- **Better:** We already run high-quality services that achieve so much. With clearer data and greater insight, we'll improve our practices and infrastructure - benchmarking against external standards, including regulators.
- **Together:** Mission 25 showed that when we share ideas and work together, we achieve more. We'll build on this and extend our collaboration culture locally, nationally, and internationally to deepen our impact.

You can see an overview of our strategic objectives [here](#).

As one of the largest YMCAs in Europe, we will also play a large role in what 14,000 other YMCAs are seeking to achieve globally through [Vision 2030](#), by contributing to its four pillars of impact:

- **Community Wellbeing:** We nurture young people in body, mind and spirit.
- **Meaningful Work:** We support worthwhile jobs and sustainable livelihoods.
- **Sustainable Planet:** We channel young people's commitment to climate justice and sustainability.
- **Just World:** Young people demand justice. We amplify youth voices and actions in communities.



Our Finances

With a passionately envisioned team, a dynamic and energetic culture, a clear five-year strategic plan, and a healthy financial outlook, One YMCA is well positioned to go from strength to strength in continuing to achieve its growth and impact ambitions.

Our encouraging growth trajectory is illustrated in the significant increase we have seen in turnover over the last five years, from £12m to £40m.

During the next five years, we will focus on implementing the 'Twenty by '30' strategy which will see us grow beyond a £50m turnover.

Our strategic growth and impact ambitions are backed up by a strong commitment to solid financial planning and setting surplus budgets to ensure that our activities are sustainable, as well as ensuring that our level of reserves is sufficient to meet all payment obligations and to contribute to One YMCA fulfilling its aims and purposes.

For further details about our finances and funding, please see our latest [set of accounts](#)



One YMCA Trustee main responsibilities

Role description

When becoming a member of One YMCA Board you become the Trustee of a registered charity. Together with your colleagues on the Board, you will be responsible for ensuring the affairs of the charity are conducted legally and properly. Support and guidance will be given to help you learn and exercise your role.

As well as taking an active interest in the life of One YMCA there are also opportunities to serve and influence the YMCA Movement at a regional, national, or international level.

Tasks and responsibilities

- With the assistance of the Chief Executive and appropriate professional advisers, to ensure that the organisation complies with regulatory and statutory requirements.
- Ensure that the properties, assets, and funds of the Charity are properly managed and protected.
- Ensure One YMCA pursues its charitable objects as defined in the Memorandum and Articles of Association.

Leadership

- Ensure that the Christian ethos of the Movement is evident in the life and work of One YMCA.
- Act at all times within the Code of Conduct for Board Members.
- Act fairly and in accordance with good employment and equal opportunities principles in making decisions affecting the appointment, recruitment, professional development, appraisal, and remuneration of the Chief Executive.
- The Board has a responsibility to develop and ensure the maintenance of a properly constituted, balanced, and competent Board, including providing clear procedures for selection, election, training, retirement and, if necessary, removal of trustees.

Strategic direction

- Formulate and review regularly, with the help of the Chief Executive, One YMCA's vision, values, business plan, and strategy, as well as policies for their fulfilment.
- Work with the Executive Team in developing and agreeing strategic plans.
- Monitor progress through the Trustee Committees, and monitor annual plans, against an agreed reporting structure.

Training

- There will be opportunities to participate in periodic training and to stay abreast of good practice.
- We will provide a thorough induction process to support you.
- The National Council of YMCAs provides support and advisory services. We also have resources through other local and national resources which we can provide you with.

Person specification

Essential

- Good understanding of and sympathy with the Christian faith, with the desire and ability to help us translate that faith into action.
- An active commitment to One YMCA, the areas and beneficiaries it serves, and the causes it supports including eradicating homelessness, supporting families and young people, providing therapeutic support to victims of sexual violence and domestic abuse, and improving local communities.
- A willingness to actively contribute your knowledge and expertise to the Board and Executive, in order to influence and direct the strategy and key decisions of One YMCA.
- An ability to actively communicate, role model, and represent One YMCA's mission, values and ethos in all dealings.
- A willingness to commit time to reading papers, attending Board and Committee meetings, awaydays, and making other contributions as necessary.
- An ability to work as part of a team, contribute to discussions at Board meetings and with staff to reach consensus, make collective decisions, and accept collective responsibility.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship.

Desirable

- A willingness to take on an active and committed role on the Board with potential to take on more senior positions, such as chairing a committee, in accordance with routine succession planning.
- A willingness to assist in networking and fundraising.

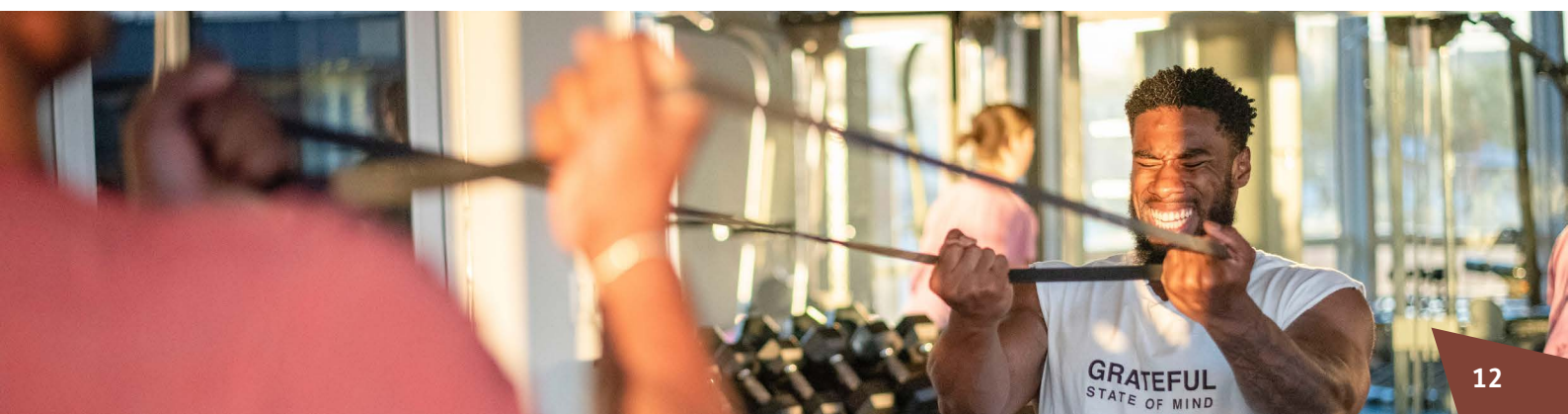
Skills, Knowledge & Experience

We ask that all our Board members apply their skills, knowledge, experience, and insights for the good of the organisation and we routinely review the skills that make up our Board to identify any potential gaps or desirable skills that may arise.

Whilst we are interested in a range of skills that could support One YMCA during this recruitment, we are particularly interested in receiving applications from individuals with skills and experience in the following areas:

- Social Housing (including lived experience of social housing)
- Governance and Regulation (within the Social Housing sector)
- Finance and/or audit and risk
- Safeguarding

To be considered for membership of the Board of Trustees you need to be 18-years of age or over. You cannot be a Board member if you are bankrupt, have been convicted for an offence of dishonesty or deception, or are disqualified for any reason.



Equality, Diversity and Inclusion Statement

Statement of Intent from One YMCA's Board of Trustees

One YMCA is committed to creating a truly equal and inclusive environment. The people we support are diverse individuals and so are we. We aim to recruit and retain great people from a wide variety of backgrounds, not just because it's the right thing to do, but because it makes us stronger.

We are committed to ensuring a welcome for all, and we will do all we can to ensure an inclusive environment where everyone can fulfil their potential and achieve great things, regardless of and sometimes because of race, colour, faith, gender, gender identity or expression, sexual orientation, marital status, parenthood, national origin, disability, or age.

We challenge all forms of discrimination and social injustice, and we work to educate and enlighten.

Terms and time commitment

Board membership is not a remunerated position. However, expenses necessarily incurred in performing Board duties will be borne by One YMCA.

Trustees commit to three-year terms, with the possibility of renewing this three-year commitment twice. Trustees serving for a maximum of nine years is our stated policy but in extremis could be overruled by the Board of Trustees with explanation provided.

Board members are required to attend bi-monthly Board meetings, and to prepare and contribute appropriately and effectively. These include four meetings (held on weekday evenings), one evening strategy session, and one Saturday away day.

In addition to attending Board meetings, you will be expected to serve on one of the Committees established to support the Board in its responsibilities. The Resources Committee, Governance & People Committee, Audit & Risk Committee, and Quality & Performance Committee each meet three or four times per year. Committee meetings tend to be held during working hours, but sometimes during evenings, depending on consensus.

The time commitment required of a trustee will include 30 hours of Board and Committee meetings, plus preparation, reading and travel time, and occasional visits to One YMCA programmes, gatherings, and events.

Key dates ahead:

Meeting	Date	Time
Board Meeting	Tuesday 9th December 2025	6pm
Board Meeting	Wednesday 25th March 2026	6pm
Board Strategic Evening	Wednesday 17th June 2026	6pm
Board Meeting	Wednesday 28th July 2026	6pm
Board Meeting	Wednesday 30th September 2026	6pm
Board Away Day	Saturday 14th November 2026	10am-3pm



How to apply

One YMCA is working with Macaulay Search on this appointment process.

The application deadline is 12 noon on **Friday 31st October 2025**.

Your application should comprise:

- a covering letter of not more than two pages describing what attracts you to serve as a Trustee of One YMCA, and the career and personal experiences that prepare you for the role.
- a full CV showing the more significant positions, responsibilities held, and relevant achievements.
- Mobile telephone number (to be used with discretion).

Please email your application to laura.bagley@macaulaysearch.com.

Process

Following a shortlisting process in mid-November, shortlisted candidates will be invited to meet with our panel, which will include the Chair and Chief Executive, for an interview on either **18th November or 5th December**.

Recognising that this is a mutual discernment process, alongside the formal interview there will be an opportunity for shortlisted candidates to take a short tour and meet informally with One YMCA colleagues. Interviews will take place at One YMCA Central Hub, Comet Way, Hatfield, AL10 9NG.

References will be sought during the interview process, and a check with the Disclosure and Barring Service (DBS) will be conducted.

Preferred candidates will have the opportunity to attend a Board meeting as observers before making their final commitment, and prior to the appointments being confirmed by the One YMCA Board. Depending on availability, preferred candidates will be invited to attend as observers at One YMCA's Board meeting at **6.00pm on Tuesday 9th December**.

Please contact Laura Bagley on the email address above if you have any specific questions about this opportunity.

Many thanks for your interest in the work of One YMCA.

Thank you for considering this role

www.oneymca.org



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