



YMCA
Herts • Beds • Bucks
OneYMCA.org

**Appointment of
Treasurer
(Designate)**

Macaulay
search.

Dear Candidate,

Thank you for your interest in One YMCA.

As our local communities - and the wider world - grapple with so many challenges, the crucial services we provide across Hertfordshire, Bedfordshire and Buckinghamshire are more needed than ever. Particularly by the most vulnerable young people in our neighbourhoods, who are disproportionately affected. Our determination to create supportive and energising communities that are open to all, where people can truly belong, contribute and thrive has never been stronger.

To discover more about the strides we have taken in recent years, and our ambitions for the season ahead, please watch a short video message from our CEO – Guy Foxell – here: youtu.be/hgJpFx6tK0o

We have had an excellent and long-standing Treasurer, wisely steering One YMCA through a thrilling period of growth in scale, range and positive impact on the lives of vulnerable people. Both our Chair and our Treasurer reach the end of their terms in 2022. Managing succession to such key roles is vital for the ongoing success of this vibrant charity.

We are therefore seeking to recruit a Treasurer Designate who will initially join the Board as a trustee and shadow the current Treasurer, seeing through a complete annual cycle before taking up the full role of Treasurer in September 2022.

We hope this pack will enthuse and inspire you to consider this exciting role.

Jane Cotton

Chair of Governance and People Committee, One YMCA





A note from the current Treasurer of One YMCA

Following my retirement as Corporate Treasurer of Tesco PLC in 2010 I joined Central Herts YMCA as a Trustee, as a result of an advert in a local Welwyn Garden City newspaper. I wanted to join a local charity where I felt my background and experience would contribute to making a positive difference, particularly to young people who were homeless in Hertfordshire.

Following the merger with Watford YMCA in 2013 and the formation of One YMCA there has been significant growth in turnover from £4m to £20m per annum but, more importantly, significant growth in the measurable impact on the lives of those we are helping within housing, training and education, family services and health and wellbeing.

I have enjoyed working with a dynamic and motivated senior leadership team as well as a committed and engaged Trustee Board which exhibits a thoughtful and professional approach to guiding the organisation through challenging times in our relationship with both central and local commissioning bodies.

Given my initial involvement I am very keen to see through the completion of the re-development of the Welwyn Garden City hostel into a modern attractive facility before I step down from the Trustee Board in 2022.



The organisation has set itself the target of doubling its impact, between 2020 and 2025, upon those beneficiaries it serves, whether in the hostels, children's centres or youth work: I am confident that the personnel, systems and processes are in place to achieve this ambitious target, which will continue to make the role of the Treasurer interesting, stretching and ultimately a very rewarding role.

Nick Mourant
Treasurer, One YMCA

Who we are

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 have served the communities in Hertfordshire for more than 135 years and we reach 1000's of people each day.

Our values are:

- Seeing the potential in people
- Going the extra mile
- Being at the top of our game
- Saying what we'll do and doing what we say



We are proud of our diversity and work with all ages, faiths and backgrounds, as part of a global network of 14,000 separate YMCAs, celebrating 175 years of life-changing work. To learn more about the history and development of YMCA - the largest and oldest youth charity in the world - please see:

ymca.org.uk/about/history-heritage

ymca.org.uk/about/how-we-help





What we do

One YMCA supports people across Hertfordshire, Bedfordshire and Buckinghamshire through a range of crucial services across multiple communities.

Our programmes and services tackle the issues facing local people and ensure that there are opportunities for young people throughout our work, from apprentices to work experience and childcare to youthwork.

We provide:

- Accommodation and support for homeless people
- Outstanding Nursery daycare
- Children and family centres
- Domestic abuse and sexual violence support
- Community gyms and communal spaces for hire
- Clubs, activities and support for young people



In 2019/20 we helped over 135,727 local people to belong, contribute and thrive, resulting in a £9.2m cost saving to the public purse and £6.2m of added social value. For further details, please see our annual review at: oneymca.org/app/uploads/2021/02/Annual-Review-2020Final.pdf

To discover more about the various aspects of our life transforming work, please explore our website at oneymca.org/what-we-do. In particular, please take some time to read about the journeys of people who are part of the One YMCA family at oneymca.org/who-we-help/your-journeys, or hear some of their stories shared in person at: oneymca.org/who-we-help/short-films

Mission 25

One YMCA is on an ambitious and exciting growth trajectory. Over the last five years, our turnover has grown from £8 million to £20 million, and the impact of our work has increased and enabled more people in our local communities to develop their full potential in body, mind and spirit.

We are determined to do more and better. In 2020 we launched a new five-year strategy - Mission 25 - which shows how we will double our impact by 2025. You can read all about our plans [here](#) or listen to some of the Concept Champions [Mission 25 - One YMCA](#)

Our key Strategic Objectives are:

- Making a positive impact on the lives of young people in the community
- Working to combat homelessness in our area
- Providing excellent family services in the local community
- Improving the health and wellbeing of those who most need it
- Underpinning our working through fundraising, awareness and support services





Our Finances

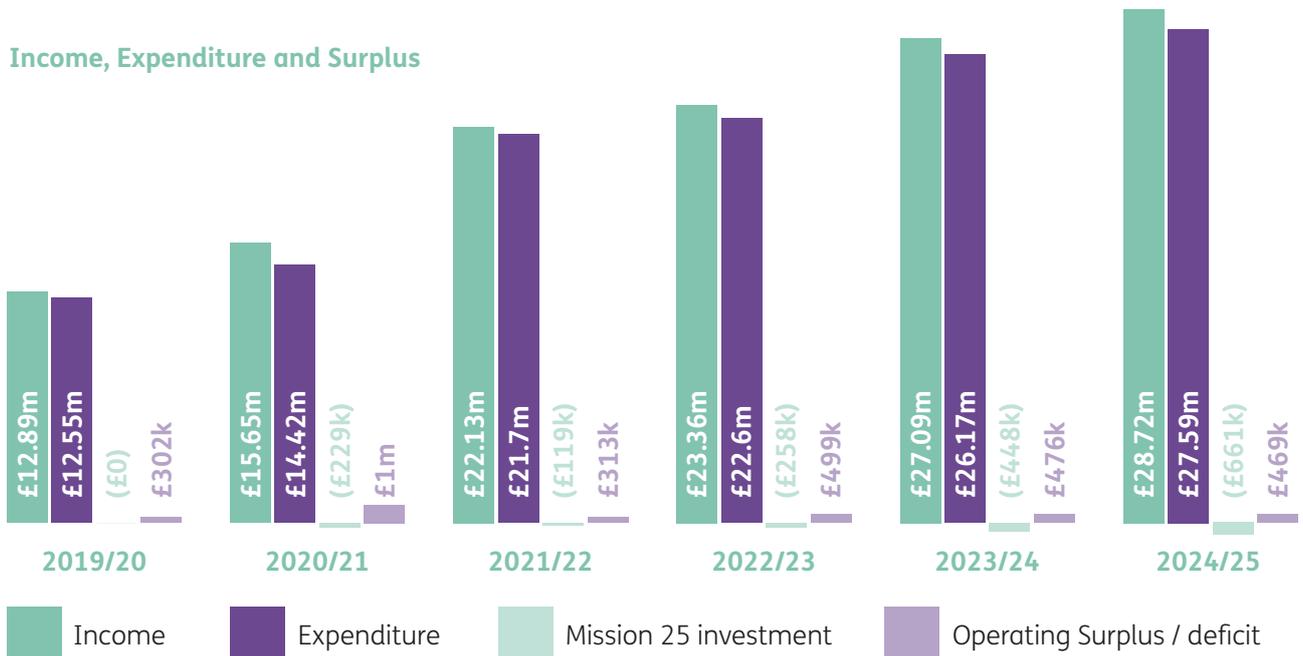
With a passionately envisioned team, a dynamic and energetic culture, a clear five-year strategic plan and a healthy financial outlook, One YMCA is well positioned to go from strength to strength in achieving its growth and impact ambitions. Our encouraging growth trajectory is illustrated in the significant and steady increases we have seen in turnover and operating expenditure over the last five years.

Turnover & Operating Expenditure (£m) 2015-2020

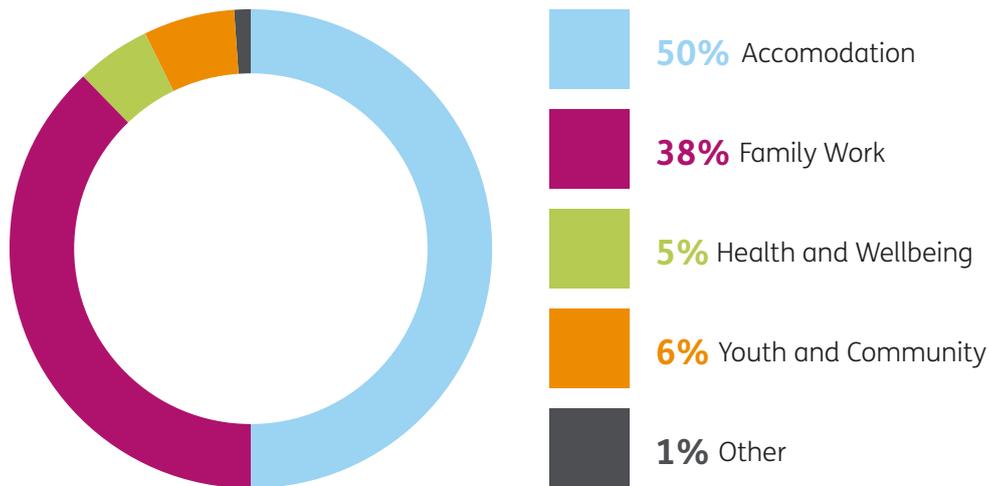


Over the five-year period from 2020-2025, our growth trajectory is set to continue apace (as outlined in the chart below) as we focus on implementing the Mission 25 strategy.

Income, Expenditure and Surplus



We will continue to invest our resources to maximise our positive impact within local communities. In the 2019/20 financial year, our spending was apportioned as follows:



We are committed to solid financial planning and setting surplus budgets to ensure that our activities are sustainable, as well as ensuring that our level of reserves are sufficient to meet all payment obligations and to contribute to One YMCA fulfilling its aims and purposes.

For further details on our finances and funding, please see our latest set of accounts at: [Annual Accounts 2019-20](#)

Covid19 Risk Management & Response

From the last quarter of 2019/20 to date, risk management has been primarily focused on managing and in some cases mitigating the impact of the Coronavirus pandemic on the safety of our residents, service users and staff, along with the resilience of the Charity as some of our services such as gyms and group activities were closed. Trustees and the Executive Team also set out to explore ways in which our assets and resources would be used to support more vulnerable people such as the homeless and childcare for key workers through this difficult period. The Executive Team and Trustees put in place an action plan to address these areas and has worked with the Senior Management Team to successfully deliver the plan.





Role Description

The overall role of a Treasurer is to maintain an overview of the organisation's affairs, ensure its financial viability and ensure that proper financial records and procedures are maintained. The Treasurer plays a key role in scrutinising the charity's business, while also seeing the bigger picture (vision and direction).

In addition to the general responsibilities of a trustee, duties of the Treasurer include the following.

- **Overseeing, approving and presenting budgets, accounts and financial reports**
- **Being assured that the financial resources of the organisation meet its present and future needs**
- **Chairing the Resources Committee and attending the Audit Committee, plus ad hoc groups as required**
- **Ensuring appropriate risk management in a growing and ambitious organisation**
- **Ensuring that the charity has an appropriate reserves policy**
- **Ensuring that appropriate accounting procedures and controls are in place**
- **Liaising with staff about financial matters**
- **Advising on the financial implications of the organisation's strategic plans**
- **Ensuring that the charity has an appropriate investment policy and activity and that there is no conflict between any investment held and the aims and objects of the charity**
- **Ensuring that the accounts are prepared and disclosed in the form required by funders and the Charity Commission and Companies House**
- **Ensuring that the accounts are audited and any auditors' recommendations are implemented**
- **Keeping the Board informed about its financial duties and responsibilities**
- **Contributing to the fundraising strategy of the organisation**
- **Participating in recruitment and disciplinary panels as required; contributing to the appraisal of senior Finance staff**



Person Specification

In addition to the person specification for a trustee, the Treasurer should have the following qualities.

- Financial qualifications and experience (at a level commensurate with the scale of the charity)
- Ideally some experience of charity finance, fundraising and pension schemes
- Skills to analyse proposals and examine their financial consequences
- Experience of committee work and governance roles
- Risk management skills – sufficient risk appetite balanced by appropriate prudence
- Ability to operate strategically and see the bigger picture
- Prepared to make unpopular recommendations to the Board where necessary
- A willingness to be available to staff for advice and enquiries on an ad hoc basis
- Understanding of and support for One YMCA's Christian ethos and values

The general responsibilities and person specification for all Trustees are outlined [here](#).

Terms & role dimensions

The Trustee Board is responsible for the overall governance of One YMCA. Please see our governance structure [here](#).

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

There are five Board meetings per year, held on weekday evenings, plus one all day Trustee away day. At present all meetings are virtual, but they are usually held in Watford or the surrounding area.

The Resources Committee, Governance & People Committee and Audit & Risk Committee each meet three times per year on weekday evenings. In addition, limited life committees – such as a current Property Development Committee – meet three times per year on weekday evenings. There are also three meetings per year for Early Childhood Partnership (ECP) – a subsidiary of One YMCA, delivering Children’s Centre services in Bedford Borough.

The Treasurer chairs the Resources Committee and attends the Audit & Risk Committee.

The Treasurer is expected to provide a time commitment of 25 days per year in total.

Key dates ahead:

Meeting	Date	Time
Trustee Board Meeting	Monday 19th July 2021	6.00pm
AGM	Monday 11th October 2021	6.00pm
Trustee Board Meeting	Monday 11th October 2021	6.30pm
Trustee Away Day	Saturday 13th November 2021	Daytime
Audit & Risk Committee	Wednesday 17th November 2021	6.00pm
Resources Committee	Wednesday 24th November 2021	6.00pm
Trustee Board Meeting	Wednesday 8th December 2021	6.00pm
Trustee Board Meeting	Wednesday 16th March 2022	6.00pm

The appointed Treasurer Designate will be invited to attend One YMCA’s Board meeting at 6.00pm on Monday 19th July 2021 as an observer, and thereafter to join the Board as a Trustee at the AGM on Monday 11th October 2021. The Treasurer Designate will succeed Nick Mourant as Treasurer at the September 2022 AGM.





How to apply

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

The application deadline is 12 noon on 12th May.

Your application should comprise:

- a covering letter of not more than two pages outlining your motivation and relevant experience
- a full CV showing the more significant positions, responsibilities held and relevant achievements.

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

Following a shortlisting process on 20th May, shortlisted candidates will be invited to meet with the panel for first round interviews on 7th or 8th June.

Following first round interviews, there will be an opportunity for finalist candidates to speak informally with current Treasurer Nick Mourant on 14th or 15th June.

A final, more informal, mutual discernment discussion will take place between finalist candidates and members of the One YMCA panel on 18th June.

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.