



# YMCA

Here for young people  
Here for communities  
Here for you

## Trustee Recruitment Pack

Make a difference in the  
lives of young people and  
communities across  
Worcestershire.

**YMCA WORCESTERSHIRE**

REDDITCH / WORCESTER / BROMSGROVE / WYRE FOREST  
WYCHAVON / MALVERN HILLS

Registered Charity Number: 516872

# MESSAGE FROM CHAIR OF THE BOARD



“As current Chair of the Board of YMCA Worcestershire, I would like to thank you for showing an interest in joining us as a potential new Trustee.

I joined the board in a temporary capacity in 2021 and have stayed for almost 5 years! I have enjoyed my role very much and have many happy memories. Over that time our YMCA has stabilised its finances and refreshed our organisational strategy and 2026 heralds a new chapter for YMCA Worcestershire; building on what has been achieved to date.

We are a dedicated team of trustees and staff who work together for the benefit of the young people and their communities within Worcestershire. You will find more information about us on our website and social media pages.

If this sounds like a charity where you would like to bring your skills and experience to the Board table, please apply and I look forward to meeting you in the future.”

With best wishes

**Lindsay Sartori**

Chair & Treasurer



# MESSAGE FROM CEO



Dear Candidate,

Thank you for your interest in YMCA Worcestershire. As our local communities - and the wider world - grapple with so many challenges, the crucial services we provide across Worcestershire are more needed than ever. Particularly by the most vulnerable young people in our neighbourhoods, who are disproportionately affected. Our vision is to build an inclusive future, where everyone can reach their true potential.

The Board, at the moment, is made up of seven trustees with experience, knowledge and connections from which you will benefit and to which you will contribute. We are seeking to recruit Trustees who will join the board and help shape the future of our YMCA. Profiles of trustees can be found on our website: [Trustees - YMCA Worcestershire](#).

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

**Annette Daly**  
Chief Executive Officer

A handwritten signature in black ink that reads "Annette".



# Who we are

Our vision is an inclusive future, where everyone can reach their true potential.

Together, we empower everyone to create lasting positive change in our communities.

We have served the Worcestershire community for over 100 years.



We want to be **honest and truthful** in our work. We will act with **integrity**.

"...a man of integrity" Matt 22:16



We want to be **kind and caring** in how we work. We will show **compassion**.

"He had compassion on them" Mark 6:34



We really want to **change lives** for the **better** in what we do. We will seek **transformative** impact.

"Have life... to the full" John 10:10



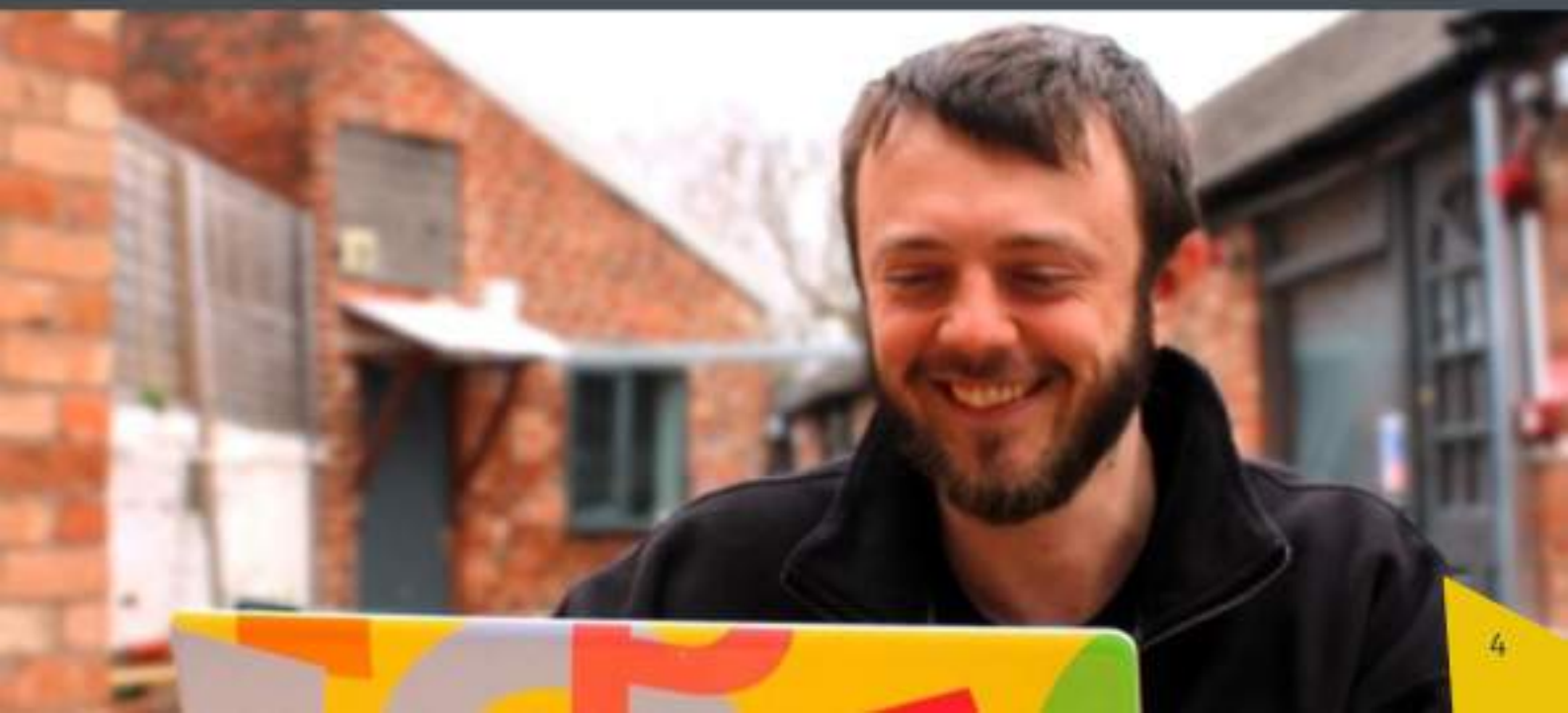
We want to do it all in the **best way** we can. We will strive for **quality**.

"Be perfect..." Matt 5:48

We are proud of our diversity and work with all ages, faiths and backgrounds, as part of a global network of 10,000 separate YMCAs, celebrating 180 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](http://ymca.org.uk/about/history-heritage)

[ymca.org.uk/about-us/](http://ymca.org.uk/about-us/)



# Our History

The YMCA was founded on 6 June 1844 by **George Williams** (1821-1905). He was a young man working in London who perceived a need for more purpose and meaning in the lives of the others who worked with him. To this end, he gathered a group of young men and established the **Young Men's Christian Association**.

This humble beginning wasn't long blossoming into something much more far reaching than could ever have been imagined:



Concerned for the welfare of his fellow workers, Williams gathered some likeminded friends around him and began to put together a number of activities, which enabled the **young people in his area to begin to address their own needs and to build better lives for themselves.**

The first meeting took place in the London shop in which he worked, and is now commemorated with a plaque.



Here for young people  
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# History of YMCA Worcestershire

1844

## YMCA Founded

YMCA was founded by George Williams – a worker in the drapery trade in London. Concerned about the welfare of his fellow workers, he started a prayer and bible study group. This soon grew and attracted men from across London.

1849

## Education introduced

YMCA begins to address other concerns of young men working in the cities. Education classes are developed. Reading rooms and refreshment areas help young men to adjust to urban life.

1869

## YMCA Worcester

YMCA Worcester was formed, and moved locations several times before settling in an old Orphanage on Herwick Road in the 1950s.

1914

## War Effort

During both World Wars, YMCA introduced mobile canteens, bringing refreshments to the troops. It also supported displaced people, refugees and prisoners of war.

1978

## The Village People

The famous song 'YMCA' was released. Written by Victor Willis as a reflection of the fun activities that young urban black youth experienced at YMCA, such as basketball and swimming.

1970

## Young People

During the 1970s, YMCA increases its emphasis on young people most in need, focusing on homelessness and unemployment.

1964

## Women members

The National YMCA Council recognised the right of any local Association to allow women and girls the option of Full and Associate Membership to the YMCA on the same terms as men and boys. By 1971 25.3% of members in England, Wales and Ireland were women.

1978

## Redditch YMCA

YMCA come to Redditch! Their home, Gordon Anstis House is named after the Author of 'Redditch: Success in the heart of England'.

2000

## Huge Growth

YMCA had over 58 million members in 119 countries worldwide. Since it was established, YMCA adapted to the changing needs of young people.

2013

## YMCA Worcestershire

YMCA Worcestershire is formed after the merge of YMCA Worcester and Redditch YMCA, further strengthening its community service capacity.

2024

## 180 years!

On June 6th, YMCA celebrated an incredible milestone: 180 years of dedication to empowering young people and developing communities.



## What we do

YMCA Worcestershire is a long-established local charity supporting thousands of children, young people, and families each year across the county. We deliver evidence-based services with strong governance, robust safeguarding, and a clear commitment to long-term positive outcomes.

We support over 4,000 children, young people and families every year, working countywide to create safety, stability, confidence and opportunity for people facing disadvantage - helping them build stronger, healthier futures.

### We provide:

- Supported accommodation for vulnerable 16-25 year olds
- General needs accommodation
- Early years care at 3 nurseries across the county
- A community centre at the heart of the Church Hill area
- Clubs, activities, mentoring and support for young people
- Bridge Family Project at HMP Hewell keeping families affected by incarceration connected and supported throughout their journey with the criminal justice system.



To discover more about the various aspects of our life transforming work, please explore our website at [ymcaworcestershire.org.uk/about-us/](https://ymcaworcestershire.org.uk/about-us/)

# ACCOMMODATION

We believe that all young people should have a safe place to stay.

We don't just think 'youth,' we also think community: by coming along to a YMCA Worcestershire property, a young person can become part of an inclusive community of people of all ages, faiths, cultures and backgrounds; communities that are supportive, inclusive and energising. That's our youth minded community approach.

## Supported Housing

Residents in our staffed properties receive education, training, and gain life skills through a variety of activities and community engagement.

## Our Residencies



We provide a safe home for  
**211**  
people in  
Worcestershire

## General Needs

We provide quality, affordable housing that supports our community. Our focus on fair rents ensures access to housing, regardless of income, across Worcestershire.



GORDON ANSTIS HOUSE,  
REDDITCH



FORESTERS ARMS,  
WORCESTER



MORETON HOUSE,  
WORCESTER



BEECH BANK,  
WORCESTER



FREDERICK EARY HOUSE,  
REDDITCH



KNOWLE CLOSE,  
REDDITCH



Mel was 16, the relationship with her parents had completely broken down and she was made homeless. She says: "I found myself in a very dark place sleeping rough." Finally, Mel got in touch with YMCA and we gave her a room and the support she needed to make a fresh start. After graduating from university, and unable to secure paid work, Mel found herself facing homelessness for a second time. After a period of sofa surfing, she contacted YMCA again. With our support, Mel gained the courage to take on an art project that has led to a full-time job at YMCA.

## Sleep Easy

Every year, hundreds of our supporters sleep rough to raise money for local YMCAs. Sign up to one of our events all over England and Wales at [www.ymca.org.uk/sleep-easy](http://www.ymca.org.uk/sleep-easy)

"If it wasn't for YMCA, I don't know where I would be now."

# SUPPORT & ADVICE

YMCA is here for every young person in the community, offering a wide range of support services. From housing and employment to career guidance and everyday challenges, we provide practical advice and a helping hand when it's needed most.

Our Youth Engagement Team provide youth groups, engagement work in schools, holiday provisions and outreach, targeted and detached work within the community.

Our services can help young people navigate personal, academic, and domestic challenges, build confidence, and stay on track for a more positive future.

## Our Youth Clubs



Our Youth Engagement Team deliver youth clubs, mentoring in schools, life skills sessions and activities attended over 2000 times each year.



## Mentoring

Our Youth Engagement Team facilitates mentoring in schools, on a 1-2-1 basis, to support young people with a variety of struggles they may be facing.

Creating safe spaces for young people to talk openly is vital—it helps them feel heard, understood, and supported as they navigate the challenges of growing up. **Bryony, 14, was getting in trouble at school, and decided to attend YMCA mentoring sessions. She says:** “Before I attended, my self-esteem was pretty low. Growing up I experienced and witnessed a lot of domestic violence, as well as verbal and emotional abuse. I was angry all the time, and didn't really know what I wanted to do in life.” Bryony started attending our Redditch Youth Club where she discovered her love of basketball and other team sports. This group helped her build confidence and self-esteem, meet new people, and ultimately, embrace her personality.

**“I've stopped getting into drama, and it's been the best experience.”**

# FAMILY WORK

We believe that every family should have the support they need to develop and lead more fulfilling lives.

## We provide 3 Early Years settings

Little Treasures Nursery  
Worcester



128 Children

Squirrels Nursery  
Redditch



67 Children

First Class Nursery  
Kidderminster



64 Children

In total, we have 78 dedicated early years specialists nurturing and inspiring the next generation.



## HMP Hewell Bridge Family Project

This project helps strengthen the connection between incarcerated parents and their children through a variety of meaningful programs. Parenting courses, family days, and initiatives like Story Book Dads, where inmates record bedtime stories for their children, offer parents a powerful way to stay present in their children's lives. These recordings not only give parents a voice but also create treasured, emotional keepsakes for the entire family. In addition, Hidden Sentence training equips professionals with the tools to better support families affected by imprisonment, while creative art workshops provide inmates with the chance to craft personalised gifts, deepening emotional bonds from behind bars.



## Celebrating Parents

Each year, our YMCA Worcestershire nurseries hold family events to celebrate parents and carers, and our Bridge Family Project hold family days to allow families to come together, have fun and make lasting memories.

We know that the right start in life makes a big difference. So we work with people from birth to adulthood, enabling individuals and families to flourish.

**Steven** hadn't seen his four daughters in over three months while serving his sentence in Prison. He was a father in crisis — cut off from his children, struggling to cope, and feeling utterly hopeless.

Referred to the Children and Families team, Steven was desperate to reconnect with his girls. With our support, we helped arrange a YMCA family visit where he could spend meaningful time with all four children — sharing food, playing games, and being a dad again. That day changed everything.

He went on to complete a parenting course, recorded a Storybook Dads CD for his children, and became a mentor to other fathers in prison.

He was released in 2023, ready to rebuild his life — working with his own dad, living with family, and seeing his daughters regularly.

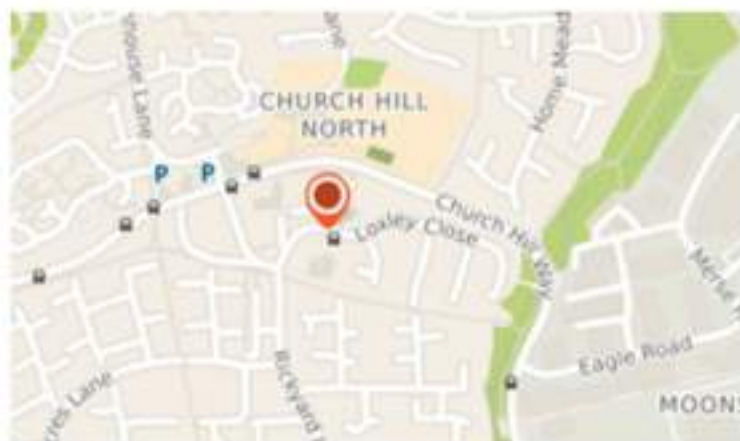
**"Without the help of YMCA, I don't think I'd be here. I got my kids back — and myself too."**



## Where are we?

YMCA Worcestershire covers the geographical area across the county of Worcestershire.

Our main office is based in Redditch at Gordon Anstis House, we also have 2 further general needs sites in Redditch, as well as 2 other residential properties in Worcester.



We deliver youth work at various venues across the county through links with schools, churches and other partners.



We also have a community centre in Redditch, Willow Trees Community Centre which is used as a venue for our own work and hiring it out to local businesses and community groups in order to provide enrichment activities and essential services for local people.

The centre also houses a Family Planning unit, regular exercise classes, Alternative Education and a Digital Hub providing access to laptops for job searching, education and developing digital skills.

# Contribute to a great cause

## As a Trustee, you will:

- ▶ Be a part of an inclusive Christian movement, transforming communities so that all young people can belong, contribute, and thrive
- ▶ Influence and network at a local (sometimes national) level
- ▶ Have a chance to give expression to your Christian faith and apply Christian values (although you don't need to be a practising Christian to become a Trustee)
- ▶ Gain experience within a friendly and committed Board
- ▶ Receive support in your role through training and development opportunities



By becoming a member of our Board of Trustees, you become both the trustee of two registered charities and director of a company limited by guarantee. With your colleagues on the Board, you will be collectively responsible for ensuring effective governance.

Support and guidance will be given to help you learn and exercise your role.



There are 6 main responsibilities of being a Trustee:



Ensure your charity is carrying out its purposes for the public benefit



Manage your charities resources responsibly



Act in your charity's best interests



Ensure your charity is accountable



Comply with your charity's governing document and the law



Act with reasonable care and skill



## Expression of Christian Faith

The Christian faith is the foundation on which the YMCA Movement is built, not just in England and Wales, but across the world. Trustees are expected to uphold the Christian aims and purposes of YMCA and pursue the furtherance of its Christian objects.

The way we act across our YMCAs in England & Wales is characterised by five strong and distinctive values that flow from our Christian ethos.

### YMCA England & Wales' brand values:

- ▶ We seek out
- ▶ We welcome
- ▶ We inspire
- ▶ We speak out
- ▶ We serve others

YMCA Worcestershire is committed to reflecting and authenticating its Christian ethos and values, in its policies, standards and practices, with transparency and integrity.

# Influence & Networking

We are one of 84 YMCAs across England & Wales. All YMCAs are run as independent charities but we recognise the value in collaboration and strength in numbers and so we are glad to be a member of the YMCA Federation in England & Wales (see [YMCA England & Wales - We believe in young people](#)).

As well as working locally within our own patch, we are part of a Regional Group of YMCAs in the Midlands and we enable active networking between our Chairs, CEOs, Strategic Leaders, HR leaders and Finance leaders with regular online/in person meetings. In these groups we build relationships and share dilemmas, solutions, documents, expertise and are present to each other as voices of encouragement.





# Training & Support

As a new Trustee, you may wish to take up the offer of a “buddy” — this could be an existing Trustee or an independent individual who can support you as you settle into your role.

You will also receive ongoing support from both the Board and the Senior Management Team. Regular check-ins will be available, alongside an annual one-to-one meeting with the Chair of Trustees. These provide a valuable opportunity to reflect on your experience, discuss any challenges, and identify any learning or development needs.

## **Learning and development:**

One of the key benefits of volunteering as a Trustee is access to relevant learning and development opportunities. As part of the wider YMCA national network, we are able to stay connected to initiatives and best practice from across the country.

We will share opportunities for development as they arise, including training courses, conferences, seminars, and other learning events. We also encourage you, as a Trustee, to highlight any opportunities you come across that may be beneficial to your own development or that of the wider Board.

## **Expenses:**

We will reimburse reasonable expenses, including travel, to support you in carrying out your role effectively. You should not be out of pocket while volunteering your time with us—your contribution is your time, skills, and expertise.



## Building our Board

The Board is responsible for ensuring effective governance, setting and monitoring the Charity's strategic direction and policies, and ensuring compliance with all relevant legislation and regulations (including the Charities Act 2011 and Companies Act 2006).

Because we have supported housing and nurseries, we also need to maintain compliance with the requirements of the Regulator of Social Housing and with Ofsted.

As a member of the YMCA E&W Federation, we hold Level 1 Trusted Charity Status; providing us with a good benchmark for reviewing what we do well and what we have yet to improve.

We are committed to building a more diverse Board and especially encourage applications from people from ethnic minority backgrounds and those under 30.

Previous board experience is helpful but not essential—life experience, volunteering, community involvement, and passion are equally valuable.

At present, we are particularly interested in individuals with expertise in:

- Housing
- Social enterprise and fundraising
- Financial strategy and reporting
- Early years provision
- Law
- Digital systems and IT infrastructure, particularly cyber security

# Our Process

We welcome applications from anyone who feels they could make a positive contribution as a Trustee, particularly those who demonstrate kindness and empathy towards the experiences of young people.

We use a skills/experience matrix to ensure that - across the Board members, advisers to the Board and the senior team - we have the mix of expertise needed to govern the organisation.



## Selection Process

1. In the first instance we would encourage you to reach out by emailing our Office and Governance Manager, Sinmi Fitzgerald ([sinmi.fitzgerald@ymcaworcestershire.org.uk](mailto:sinmi.fitzgerald@ymcaworcestershire.org.uk)) to arrange a time for an informal chat by phone or zoom or in person.
2. Submit application (see page 19) - email your answers to the above address.
3. Shortlisted candidates will then be invited to an informal interview with the Chair and/or another member of the Board.

Please note that in accordance with Charity Commission guidance all trustees are required to complete a Trustee eligibility declaration form on appointment – see here for details and to ensure none of the exemptions apply to you; if you're not sure, please check with the Office and Governance Manager.

[Trustee eligibility declaration form \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)



## How to Apply

Please write a supporting statement answering the below questions and email your answers to our Office and Governance Manager ([sinmi.fitzgerald@ymcaworcestershire.org.uk](mailto:sinmi.fitzgerald@ymcaworcestershire.org.uk)) with the email subject 'Trustee Application'.

1. Outline what motivates you to apply to become a trustee of YMCA Worcestershire (300 words max)
2. How do you think your skills, experience and qualities will enable you to fulfil the role of a Trustee at YMCA Worcestershire, as described in the Trustee Application Pack (500 words max)
3. Describe how you support the Christian values and ethos of YMCA Worcestershire (300 words max)

Please also include your name, address, email, and telephone number so we can contact you, as well as the contact details of two referees who consent to be contacted as part of the application process.

You can provide your answers in whichever format best suits you. This could be:

- ▶ Answers written in the body of an email
- ▶ Answers written in a Word Document or PDF attached to an email
- ▶ Recording your answers in video format and sending via email, WeTransfer, Google Drive or Dropbox

No format will be preferred above any other.

Regardless of how you choose to communicate, please answer all questions.

We welcome your CV as additional information too.

**Thank you for your interest in  
YMCA Worcestershire.**

# YMCA WORCESTERSHIRE

Supporting people across Worcestershire,  
to **belong**, **contribute** & **thrive**.



**Website**

[www.ymcaworcestershire.org.uk](http://www.ymcaworcestershire.org.uk)



@ymcaworcs



@worcsymca



ymca-worcestershire

Gordon Anstis House,  
Loxley Close, Redditch,  
B98 9JS

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Registered Social Landlord No. LH3687  
Registered Charity No. 516872