



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.

We are part of a worldwide, inclusive Christian movement, and our Christian foundation is central to who we are, why we exist and how we seek to serve. It shapes our commitment to compassion, justice, transformation and the flourishing of the whole person—mind, body and spirit.

Our Board brings together people with a range of skills, backgrounds, experiences and faith perspectives. Within that mix, lived Christian faith and understanding are an important part of the collective experience we seek, helping the Board steward our identity and purpose with confidence over time.

We welcome applications from people of different backgrounds and faith perspectives who can sincerely support our foundation and the Charity's Objects. We are keen to hear both from practising Christians who can bring lived faith and understanding, and from others whose experience, values and perspective would strengthen our governance and help us serve increasingly diverse communities.

As our local communities—and the wider world—grapple with so many challenges, the services we provide across Worcestershire are more needed than ever, particularly by vulnerable young people and others who are disproportionately affected.

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

Our Board is currently made up of six trustees who bring a range of experience, knowledge and connections. We are now seeking new trustees who will add to that strength, help shape the future of YMCA Worcestershire and contribute to the effective governance of our work. Profiles of our current trustees can be found on our website:

[Trustees – YMCA Worcestershire.](#)

We hope this pack gives you a clear sense of who we are and inspires you to consider joining us.

Warm wishes, and thank you again for your interest.

Annette Daly
Chief Executive Officer



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

ymca.org.uk/about-us/



Our History

YMCA was founded in London on 6 June 1844 by George Williams, a 22-year-old working in the drapery trade. Concerned about the wellbeing of other young men living and working in difficult conditions, he gathered a small group of colleagues for Bible study, prayer and mutual support.

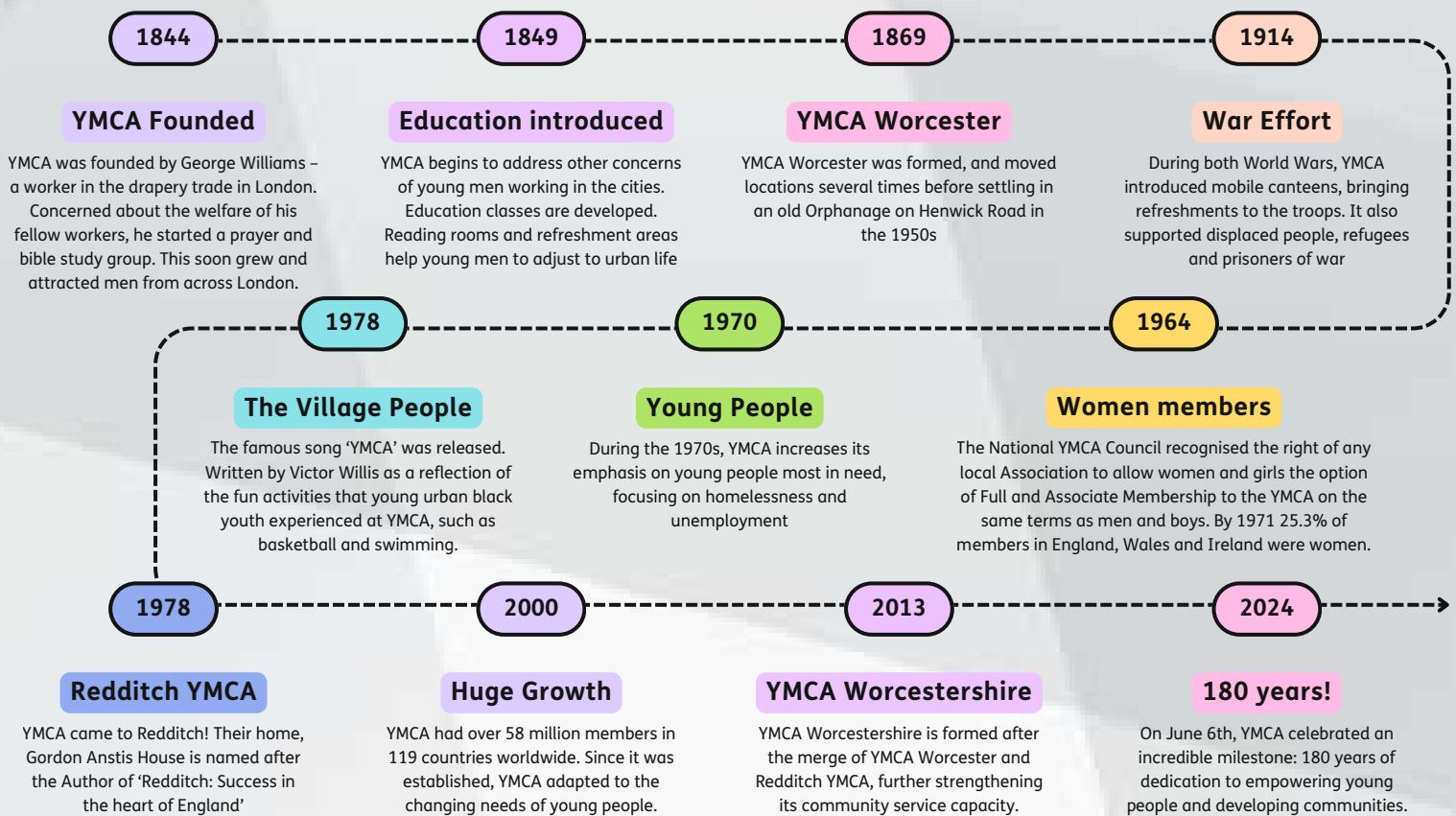
From the beginning, the group's Christian faith inspired practical care for the whole person. Alongside Bible classes and prayer meetings, early YMCA activity developed to include fellowship, learning, social connection and positive alternatives to some of the less healthy influences of city life. Over time, this expanded further into education, recreation, sport, accommodation and support for young people.

What began with a small gathering of young men quickly grew into a worldwide movement. Today, YMCA continues to bring people together, strengthen communities and support young people to flourish in mind, body and spirit.

At YMCA Worcestershire, we remain rooted in that Christian foundation while welcoming and serving people of all faiths and none. We continue the original spirit of the movement by responding to the needs around us and creating opportunities for people to belong, contribute and thrive.



History of YMCA Worcestershire





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/

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.

Our Residencies



We provide a safe home for

211

people in
Worcestershire

Supported Housing

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

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



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

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.

"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.

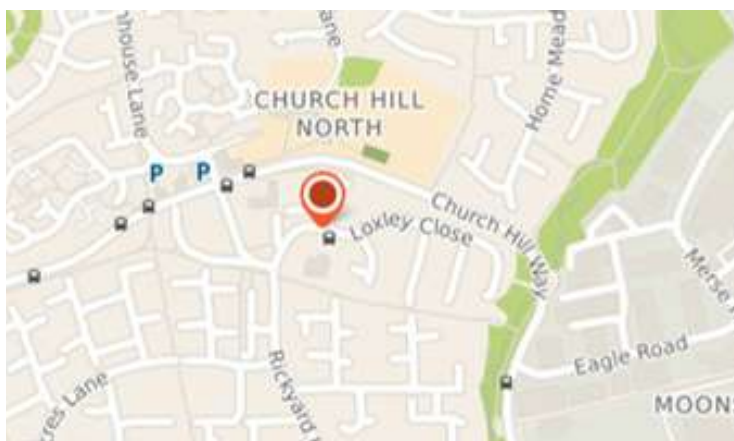
“Without the help of YMCA, I don’t think I’d be here. I got my kids back — and myself too.”



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 part of an inclusive Christian movement, helping transform communities so that all young people can belong, contribute and thrive.
- ▶ Influence and build networks at a local, and sometimes national, level.
- ▶ Contribute to how YMCA's Christian foundation and values are understood and lived out, whether through your own active Christian faith or through a sincere commitment to supporting the Charity's Objectives.
- ▶ Gain valuable governance experience as part of a friendly and committed Board.
- ▶ Receive support through induction, training and ongoing development opportunities



By becoming a member of our Board of Trustees, you become both the trustee of a registered charity and director of two companies 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.

[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.

A photograph of a middle-aged man with short, light-colored hair, smiling and looking off to the side. He is wearing a grey polo shirt with the 'YMCA' logo in white on the chest. The background is a blurred green, suggesting an outdoor setting. The image is partially obscured by a white diagonal shape on the left side of the page.

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 relevant legislation and regulations, including the Charities Act 2011 and Companies Act 2006.

Because we provide supported housing and early years services, the Board also oversees compliance with the requirements of the Regulator of Social Housing and Ofsted.

As a member of YMCA England & Wales, we use the Trusted Charity framework to help us review what we do well and where we can continue to strengthen our governance and practice.

We are committed to building a strong and diverse Board, bringing together people with a broad range of skills, backgrounds, experiences and faith perspectives. As part of a worldwide, inclusive Christian movement, our Christian foundation is central to who we are and how we serve. All trustees must be able sincerely to support the Charity's Objects and contribute to how our Christian foundation and values are understood and lived out.



We welcome applications from people of all backgrounds who can make a positive contribution to our governance. We particularly want to broaden the range of ages, cultures, life experiences and perspectives represented on our Board, including people with direct understanding of the communities and challenges connected with our work. We welcome both practising Christians who can bring lived faith and understanding, and others whose experience, values and perspective would strengthen the Board and help us serve increasingly diverse communities.

Previous Board or trustee experience is helpful but not essential. Life experience, volunteering, community involvement, kindness, empathy and a commitment to our work can be equally valuable.

At present, we are particularly interested in people with experience in:

- ▶ housing
- ▶ social enterprise and fundraising
- ▶ financial strategy and reporting
- ▶ early years provision and Ofsted
- ▶ safeguarding
- ▶ law
- ▶ digital systems, IT infrastructure and cyber security.

We are also interested in hearing from people who may have the skills and willingness, following appointment and appropriate induction, to be considered for future leadership roles within the Board.

Our Process

We use a skills and experience matrix to help ensure that, across trustees, advisers and the Senior Leadership Team, we have the right blend of knowledge, lived experience and perspective to govern the organisation well.

Our recruitment process is intended to be welcoming and conversational. It gives you an opportunity to learn more about YMCA Worcestershire, while helping us understand what you could bring to the Board and how your own experience and values connect with our purpose.



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) 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) 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



@ymcaworcs



@worcsymca



ymca-worcestershire

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

Registered Company No. 1944516
Registered Social Landlord No. LH3687
Registered Charity No. 516872