

YMCA NORFOLK



Here for young people
Here for communities
Here for you

Trustee Application Pack



YMCA
OF THE YEAR
WINNER

YMCA NORFOLK





Welcome from our President

Thank you for your interest in becoming a Trustee of YMCA Norfolk.

We are a vibrant and dynamic Christian charity that seeks to transform the lives of young people. YMCA Norfolk has a long history of service to subsequent generations of Norfolk's young people. Adapting to meet their needs so they can reach their potential in body, mind and spirit. We have experienced a period of exciting growth in recent years, expanding our offering to families and children as part of work to prevent the crisis situations that young people face on arriving at our homelessness services.

We have a fantastic opportunity to involve new trustees in stewarding YMCA Norfolk and supporting the Chief Executive in delivering our exciting strategy.

We are seeking trustees, who are deeply committed to their Christian faith and desire to put it into action to make a tangible difference in the lives of others. These servant-hearted individuals will inspire others with their passion, commitment and drive to fight for social justice and inclusion. If you think you have the required character, abilities and experience, and feel a clear sense of calling to the role, then we would love to hear from you.

Richard Dannatt
General the Lord Dannatt GCB CBE MC DL

Welcome from our Chair of Trustees and Chief Executive

Becoming a trustee of YMCA Norfolk is a fantastic opportunity to make a difference.

Our team of trustees bring their skills, experience, and passion to enable YMCA Norfolk to fulfil our mission of transforming young lives. Each trustee brings their unique insights enabling them to provide support and scrutiny as we lead the work of YMCA Norfolk.

It is an exciting time for YMCA Norfolk as the charity increases both the number of young people we serve and develops new services. We have an engaged and supportive team of trustees who have a strong working relationship with the CEO and Executive team.

We are looking for a diverse range of people to join our Board. We desire to become more representative of the communities we serve and are actively seeking to involve a broader range of people with different life experiences.

This pack outlines the skills and qualities we are seeking. Over the years these have been provided by young professionals, senior managers, business owners and people who have retired but are looking to contribute their experience.

If you feel you share our vision and values and are excited by this opportunity to make a difference, please complete the application form found on our website. You can also contact us for a discussion before applying.

To arrange this, please contact Rose McCrum, Executive Assistant.
Email: rose.mccrum@ymcanorfolk.org or phone: 01603 621263

Thank you for prayerfully considering the opportunity.

Philip Macdonald, Chair,
& John Lee, Chief Executive





Equality, Diversity and Inclusion Statement

Statement of Intent from YMCA Norfolk's Board of Trustees

YMCA Norfolk 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 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.

Welcome to YMCA Norfolk

YMCA Norfolk was established in Norwich in 1856, supported and influenced by many prominent local names and businesses including J.J. Colman, J.H. Gurney and the Jarrold family.

Our vision, mission and values run through everything we do, from our work supporting young people affected by homelessness, through to our work supporting young people and families in the wider community.

Vision

A Norfolk where all young people belong, contribute and thrive.

Mission

To transform young lives.

Identity

YMCA Norfolk is an inclusive Christian organisation transforming young lives across Norfolk, enabling them to belong, contribute and thrive in their communities.

We are a value-driven organisation and expect our values to affect all our activities, behaviours and decisions. We believe that our Christian values are shared by people of many faiths and no faith. They are:

Hope-filled

Positive about people and releasing their futures; We believe that everyone has equal value and huge potential no matter their past background or current circumstances.

Inspiring

A catalyst for transformation; We believe that every person deserves to have positive role models who will stand alongside them, believe in them and inspire them to achieve physical, emotional and spiritual health.

Empowering

Acting as a launch pad; We believe that by providing people with the appropriate tools and support, we will empower them to create and build their future.



80%
of young people
moved on in a positive and planned way into their next stage of independence.



YMCA Norfolk history

1844

YMCA was founded by George Williams



1844

Reading rooms and refreshment areas help young men to adjust to urban life

1851

YMCA becomes global

1855

Henry Dunant convinced YMCA Paris to organise the first YMCA world conference



1856

Norwich Young Men's Christian Association is founded

1891

The American YMCA invents basketball and goes on to invent volleyball in 1895



1894

On the 50th anniversary of the YMCA, George Williams receives a Knighthood from Queen Victoria

1959

YMCA began youth clubs for personal development

1939

During WW2 the organisation was turned over to accommodating and feeding troops, mobile canteens were provided in rural Norfolk



1916

A YMCA employment department is set up in England to deal with unemployment. It finds jobs for 38,000 ex-servicemen



1914

During the First World War, the YMCA supports the troops

The Red Poppy is introduced by an American YMCA worker and goes on to become a worldwide symbol of remembrance for those lost in the world wars



1908

The YMCA was an early influence on the scouting movement



1962

The first YMCA Summer camps were pioneered in Norwich



1970

YMCA George Williams College is Established in London, providing training programmes for professional youth workers



1970

Emphasis shifts towards supporting young homeless people in Norfolk

1992

Schools programmes help young people with personal and family problems affecting their education

1994

HRH The Prince of Wales visits Norwich following the launch of the pioneering Foyer Concept



2006

Norwich YMCA becomes YMCA Norfolk to reflect the growing work across the county

2007

Innovative Supported Lodgings programme extended across the county

2021

YMCA Aylsham Road opens to the community with Muddy Puddles Nursery, William's Kitchen Café & Explorers Soft Play.

2018

Expansion of YMCA Youth Clubs & programmes across the county

2016

Expansion of accommodation and support for young people in Kings Lynn

2015

YMCA Norfolk starts new work supporting families to lead more fulfilling lives

2014

HRH The Princess Royal gives the royal seal of approval for YMCA Norfolk's MyPlace move on accommodation



2013

YMCA Norfolk starts providing accommodation for single parent families

2012

Launch of Stepping Stones Café, a training and skills social enterprise

2009

HRH The Duke of Edinburgh opens Norwich Central YMCA at Norwich Bus Station



Overview of what we do



Last year we provided a safe home to **368** children, young people & families

Accommodation

We believe every young person should have a safe place to stay.

YMCA Norfolk provides a range of accommodation for young, single homeless people and families.

Norwich

- Direct access hostel
- Supported accommodation
- Shared housing
- Single parent accommodation
- Supported lodgings
- Housing First

Great Yarmouth

- Supported accommodation
- Shared housing
- Supported lodgings

Kings Lynn

- Supported accommodation
- Shared housing

Health and Wellbeing

We believe everyone should enjoy the benefits of good health & wellbeing.

Wellbeing Matters

Wellbeing Matters provides early intervention emotional wellbeing and therapeutic support for children, young people, families and schools. The service focuses on building relationships, understanding individual needs and offering the right support at the right time, delivered flexibly in schools, homes and communities. Support is trauma-informed, strengths-based and tailored to help children and young people feel safe.

Professional Therapeutic Pathways (PTP)

The Professional Therapeutic Pathway (PTP) provides access to specialist therapeutic support for children and young people whose needs cannot be met through universal or early intervention services alone. Working with approved independent therapists, the pathway offers timely, tailored interventions designed to improve emotional wellbeing, address more complex needs, and ensure children and young people receive the right support at the right time.

Crisis Assessment and Intensive Support Team (CAIST)

CAIST provides intensive, short-term mental health support for children and young people experiencing crisis. Working in partnership with health services and other agencies, the team supports young people at risk of hospital admission or following discharge, delivering urgent, community-based intervention to promote safety, stability and recovery while helping to prevent unnecessary admissions.



83% of young people in the PTP demonstrated measurable improvement in their mental health & development of their strengths.



Last year we supported **479** young people across our therapeutic & family services.

Last year we provided



591 children

with E-Learning courses

E-Learning Service

ELS is a unique online education service that provides bespoke provision for students based on their learning needs, ability levels, and school course. It is primarily targeted at students unable to access mainstream education due to medical needs, mental health challenges, special educational needs and disabilities, or other barriers to in-person education.

All lessons are delivered by qualified teachers who are subject specialists, and lessons can be completed at any time of day or week, allowing flexibility where illness or other commitments prevent a fixed schedule.



[Watch our last annual review](#)



[View our latest accounts](#)

Overview of what we do

Williams' Kitchen

Our community café in Norwich serving delicious food and drink – based at YMCA Norfolk's centre on Aylsham Road, NR3 2HF. We are a café with a cause: by visiting us, customers are helping to transform the lives of hundreds of vulnerable young people.

Explorers Soft Play

Just a five-minute drive from the city centre, we also have a soft play on site – so that customers' little ones can learn and play while they enjoy a bite to eat with a friend.



Last year we enrolled

204
children

at Muddy Puddles Nursery



Last year

358
young people

attended youth clubs
across the county.

Early Years and Communities

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

YMCA Norfolk offers a range of support to families including parenting programmes, one to one parenting support, family mediation, reunification, practical support, advice and group workshops.

Families Team

Commissioned by Norfolk County Council Children's Services, the Families Team works with families where children may be at risk of entering care. Using a strengths-based, relational approach, the team provides bespoke support to help families build stability, improve relationships and secure positive, sustainable outcomes for children and young people.

Muddy Puddles Nursery

Muddy Puddles Nursery delivers high-quality early years education and care, rooted in strong relationships and child-centred practice. Working in close partnership with families, we support children aged 3 months to 5 years to develop confidence, communication and emotional wellbeing, providing a secure foundation for lifelong learning and positive transitions into school.

We believe every young person should be able to fulfil their potential.

Positive Activities

YMCA Norfolk delivers positive activities for young people that support their journey towards independent living. Through meaningful experiences, skill-building opportunities and practical support, young people are encouraged to build confidence, explore education and training pathways, and move towards employment, helping them develop the tools needed to live independently and positively within their communities.

Life Ready / Work Ready

Life Ready provides structured support to residents through bi-weekly one-to-one coaching, weekly group activities focused on soft skills development and workshops covering emotional well-being, independent living, and career planning.

Work Ready builds on this by offering access to work experience placements through partnerships with local employers. Residents receive continued one-to-one coaching for a period after entering employment to support job retention and workplace adjustment.

Youth Clubs

YMCA Norfolk runs open-access youth clubs across Norfolk that are free for young people to attend. Our clubs provide a safe, supportive and welcoming space where young people can meet friends, take part in activities, and have their voices heard. Each club is shaped around the needs, interests and priorities of the young people who attend.

Our strategy

Our 2029 strategy outlines our 3 priorities for the coming years. These are:

Transforming Young Lives

We will grow our services to empower more young people and families to discover who they are and what they can become.

Our services will deliver a holistic approach to mind, body, and spirit, shaped by youth voice and co-production.

Sustainable Growth

We will grow income and control costs to generate a sustainable surplus, enabling continued investment in our mission.

We will ensure the effective use of our charitable resources, minimise our environmental impact and increase awareness of our work.

Investing in Our People

We will equip and develop our people, fostering a culture where they can belong, contribute and thrive.

Our people will experience our values lived out in practice, leading them to confidently recommend YMCA Norfolk as a good place to work.



The Role of a Trustee

Purpose

Trustees work to ensure that YMCA Norfolk meets its charitable objectives, lives its values, and delivers real impact for young people.

Together with fellow Trustees, the CEO and the Executive Team. They ensure decisions improve outcomes for children, young people and families. Including setting the strategic direction, safeguarding, overseeing performance and financial management, managing risk, and holding the organisation to high standards of, integrity and accountability.

Trustees acting collectively are responsible for the overall governance of the organisation, ensuring compliance with its governing document, charity law and regulation.

What Trustees Do

- Keep YMCA Norfolk focused on mission, public benefit and long-term impact.
- Help shape strategy and test whether plans are ambitious, deliverable and sustainable.
- Review strategic progress, alongside impact, finances, risk and the organisational culture.
- Support and challenge the Chief Executive and Executive Team.
- Apply clear, evidence-based thinking, ask insightful questions and make decisions in the best interests of YMCA Norfolk.
- Protect the charity's reputation, assets and Christian ethos.
- Ensure YMCA Norfolk complies with its governing document, charity and company law alongside relevant regulation.
- Ensure strong financial oversight and responsible use of resources
- Bring relevant experience and perspectives which strengthen the Board's thinking.



Board Member person specification

YMCA Norfolk's Christian Identity

YMCA Norfolk Articles of Association and the YMCA Paris Basis 1855, set out the Christian faith basis of the YMCA movement. To fulfil these, we ask

Trustees:

- To steward, uphold and strengthen, with the Executive Team the Christian identity of the organisation and lead the practical outworking of this so that there is a tangible difference for staff, volunteers, young people and stakeholders.
- To work in a prayerful, trusting partnership with the Executive Team and Board.
- To actively communicate, model and represent the YMCA's Christian faith motivation and identity in all dealings.
- To lead and participate in Christian devotional activity, prayer and biblical reflection within the Executive Team and Board, in the broader YMCA community, and where appropriate with YMCA partners.
- Ensure all policies, procedures and working practices support the Christian identity and values of the organisation.

Who We're Looking For

We seek trustees who:

- Will lead in a way that reflects YMCA Norfolk's Christian faith basis.
- Care deeply about young people, communities and the mission of YMCA Norfolk.
- Focus on improving outcomes and impact for children, young people and families.
- Ask constructive, stretching questions and use this to develop the organisation's approach.
- Provide strategic oversight and accountability, ensuring a clear distinction from the Executive team who lead the day-to-day operations.
- Display high level of emotional intelligence, the ability to work well with others and respect collective decision-making.
- Are committed to equity, diversity and inclusion
- Ensure the safety of clients, customers and staff.
- Can distil Board papers into the key strategic issues and contribute clear, evidence-based thinking.

You do not need previous trustee experience. We will provide induction, support and ongoing development.

Board member person specification

Responsibilities

Trustees are expected to:

- Prepare for and attend Board meetings
- Serve on at least one committee, either People and Performance or Finance, Risk and Development.
- Declare conflicts of interest promptly
- Keep appropriate boundaries between governance and operations
- Uphold the Trustee Code of Conduct, compliance with governing document, charity law and company law and regulatory requirements
- Maintain confidentiality
- Ensure accountability to regulators, funders and stakeholders
- Ensure safeguarding, alongside Health and Safety responsibilities are understood and oversight is exercised appropriately
- Appoint, support and collectively hold the Chief Executive to account for organisational performance, culture, compliance and delivery of the strategy
- Oversee budgets, financial plans and long-term sustainability

Time Commitment

- 5 Board meetings a year, including a strategic away day
- 4 Committee meetings a year
- Time to read papers and stay engaged between meetings

Terms

- 3-year term, with possible renewal for 2 further terms to a maximum of 9 years
- This is a voluntary role, with reasonable expenses reimbursed

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

How we govern

At YMCA Norfolk, strong governance means operating with high levels of trust and knowing when to:

- **Support** the Chief Executive and Executive Team to make success possible.
- **Stretch** the organisation to improve and grow.
- **Scrutinise** plans, performance and risk.
- **Steward** resources, reputation and long-term sustainability.
- **Shape** the strategic direction.





YMCA England & Wales and World YMCA

YMCA Norfolk is an independent charity which is a part of the oldest and largest youth-focused movements 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.

YMCA's 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 & thrive.

YMCA

**WORLD
YMCA**



Application process

Both the Chair and Chief Executive are available to meet with potential applicants to answer any questions. For further information or to arrange a meeting please contact:

Rose McCrum

Executive Assistant

Email: rose.mccrum@ymcanorfolk.org

Phone: 01603 621263

Please complete an application form which can be found on our [website](#).

Applicants will be shortlisted and invited for an interview with the Chair and Chief Executive with references being taken.

We will also complete a check with the Disclosure and Barring Service (DBS).

Candidates who are successful at interview can attend a Board meeting as an observer before making a final commitment.

**Thank you for prayerfully
considering this role**

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