

# YMCA

YMC

YMCA WORCESTERSHIRE

**Chief Executive Officer**

**Candidate Pack - June 2020**



**PUBLIC LEADERS  
APPOINTMENTS**

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# Welcome

Thank you for your interest in YMCA Worcestershire's Chief Executive position.

Our current CEO, Duncan Berry, who has been with us for almost 15 years, has recently been promoted to a senior position with YMCA England and Wales, based in London, which is the reason for this vacancy. During his tenure, the charity has seen significant growth, from a £1m organisation to £4.5m currently; this has included the merger of Redditch and Worcester YMCA in 2013 to form Worcestershire YMCA.

We are seeking an exceptional Christian who is motivated, driven and excited by the opportunity to lead the development, implementation, and growth of existing and new projects so that we can continue to support young people across the county, through our range of services and programmes.

Working in collaboration with our Board of Trustees, our incoming CEO will take the lead on the strategic direction of the charity, offering support and guidance to the Board. They will oversee every area of activity and with the Senior Leadership Team, will manage the operational delivery of our services. As YMCA Worcestershire's ambassador externally, developing strong, sustainable partnerships both locally, regionally, and nationally, our CEO will need to demonstrate a strong track record of working effectively with partners and stakeholders and on public platforms.

YMCA's vision across England and Wales is of an inclusive Christian movement transforming communities so that all young people can belong, contribute, and thrive. It is therefore critical that our new CEO can demonstrate how their Christian faith underpins their vision and experience and skills in leadership, day-to-day management, communication, finance, charity law and housing, as well as communicating the Christian faith-based motivation of the YMCA movement externally.

If you feel passionate about enabling young people to reach their fulfil their potential, offer significant leadership experience, demonstrate entrepreneurial spirit and are inspired by faith-based community transformation, then we would be delighted to receive your application.

YMCA Worcestershire Board of Trustees



# Our Mission

YMCA Worcestershire enables people to live, learn and share to build a brighter future in mind, body and spirit.

# Our Values



## Sincere

We will challenge discrimination and social injustice and seek to serve others.

## Loving

We will demonstrate the principles of love, kindness and compassion.

## Honest

We will be transparent.

## Faithful

We will stand with those that face disadvantage.

## Distinctive

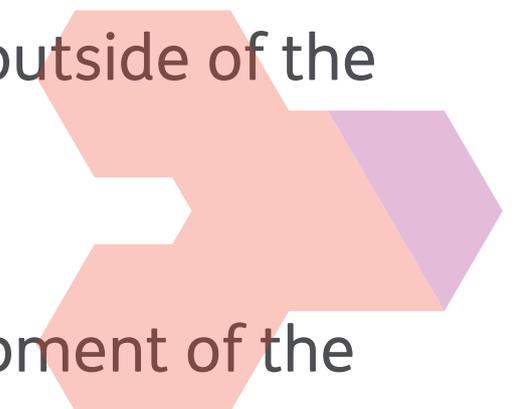
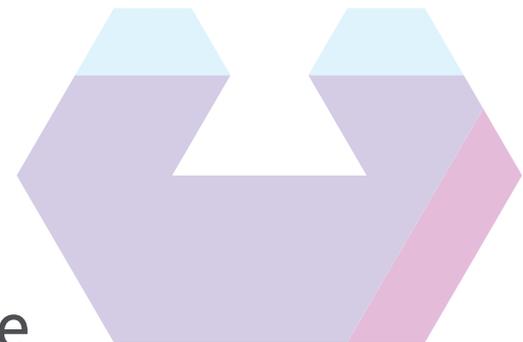
We will welcome people of all faiths and of none with respect and understanding.

## Persistent

We will do the right thing. Think outside of the box and never give up.

## Reflective

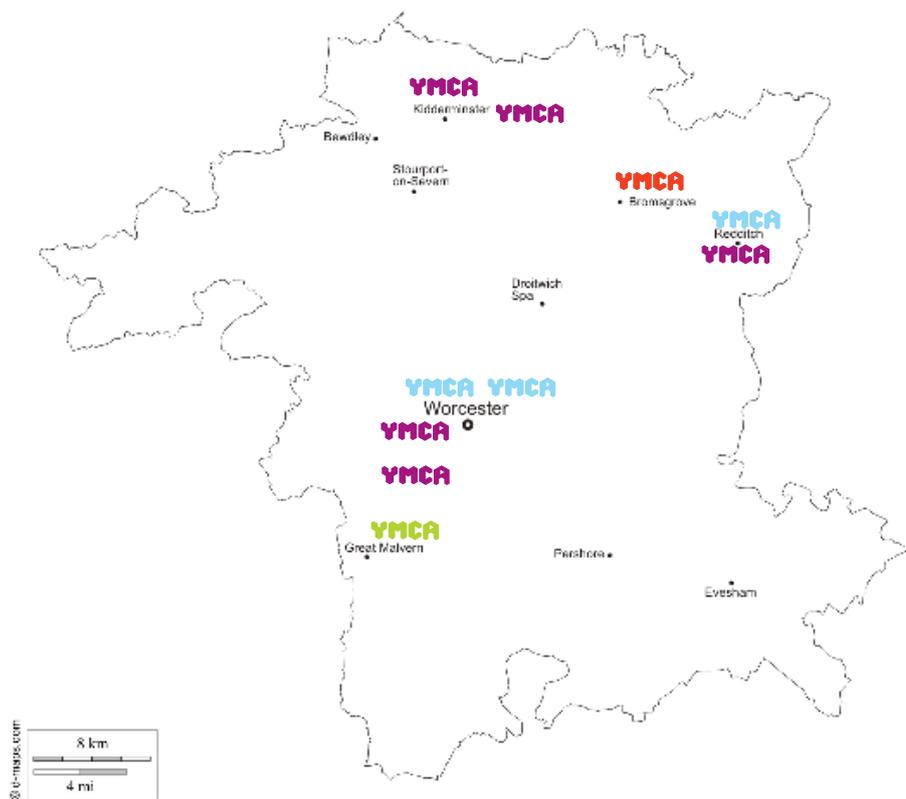
We will work towards the development of the whole person.



# Who we are

YMCA is the largest and oldest youth charity in the world. YMCA Worcestershire is a local independent charity, as part of the wider YMCA movement in England and Wales.

# Where we are



**YMCA** Family Work

**YMCA** Accommodation

**YMCA** Health & Wellbeing

**YMCA** Support & Advice

# What we do

## Overview

With a history dating back over 150 years, YMCA Worcestershire came into being in 2013 as a result of merging YMCA charities in Redditch and Worcester. We are a Christian charity with bases across Worcestershire. Though we predominately focus on the needs of young people we aim to serve all members of the community regardless of faith, age or gender.

## Family Work

We run five high quality nurseries, before and afterschool clubs and holiday clubs across Worcestershire. Our settings are located within Redditch, Kidderminster, Worcester and Malvern.

## Housing

We provide over 200 units of accommodation across Worcestershire which includes supported and general needs housing

## Community Centres

We run three community centres in Redditch, Malvern and Upton that are at the heart of the community providing health, youth and sports services.

## Youth Work

We run five open access youth clubs within the north of county as part of a local authority positive activities contract. We are a leading provider of the National Citizen Service programme within Worcestershire delivering to 700 young people each year. We also provide inclusive sports camps for children during the school holidays.

## Employability Programmes

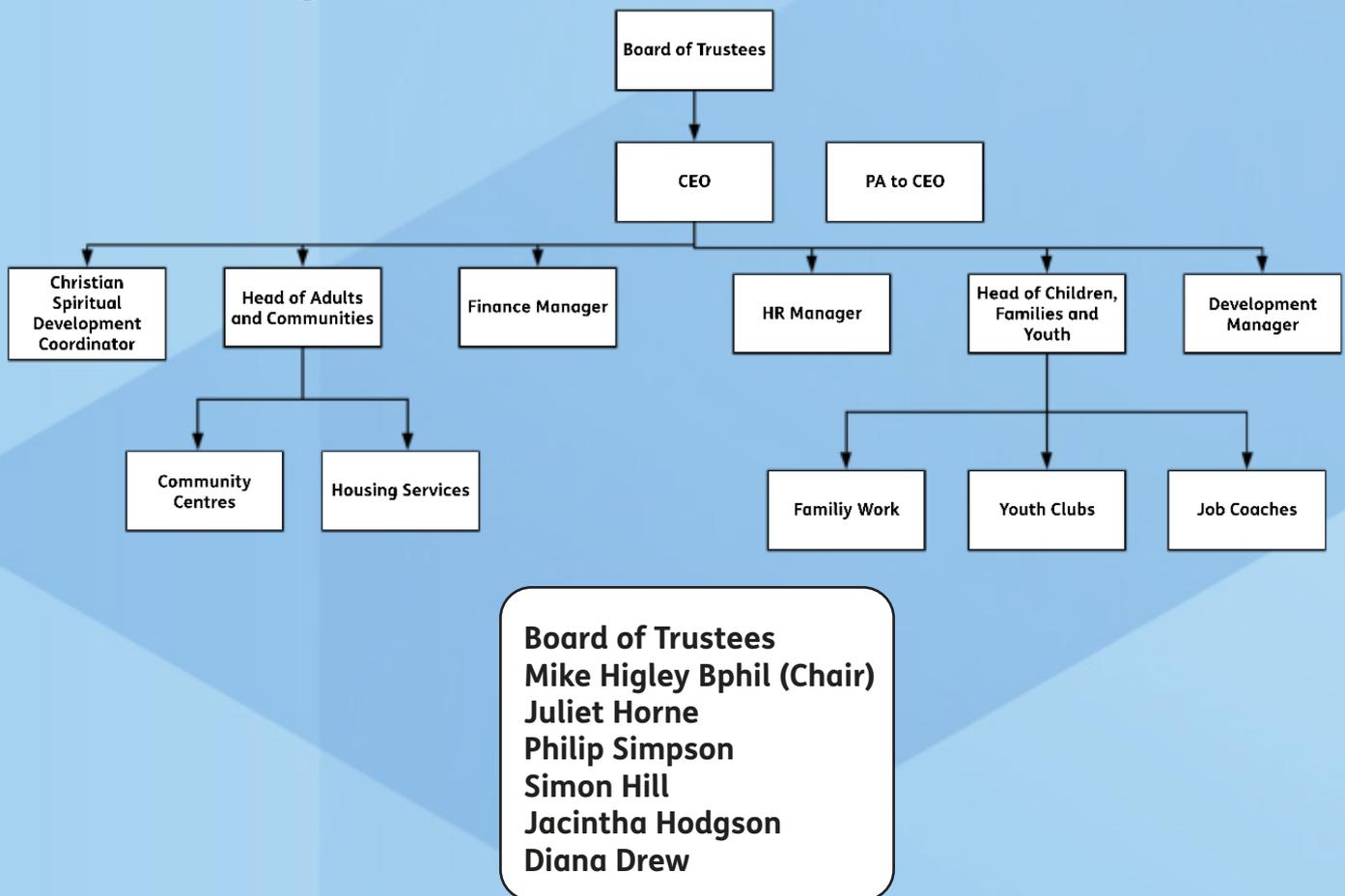
We have four Job Coaches across Worcestershire funded through the Building Better Opportunities project. These provide support for people seeking employment. We also deliver training programmes through the 'You Can' project that provides key life skills training for people within Worcestershire.

## Prison Work

We have been based within HMP Hewell for over 10 years providing family support to families with parents in prison. This programme is funded through the Big Lottery.



# Our Organisation Chart



## CEO YMCA Worcestershire

**Job Title:** Chief Executive Officer (CEO)

**Responsible to:** Chair of Trustees

**Responsible for:**

Head of Delivery: Children, Families and Youth

Head of Delivery: Adult and Communities

Finance Manager

Human Resources Manager

Development Manager

Christian Spiritual Development Coordinator

Personal Assistant to CEO

**Budget Accountability:** £4.5m

**Location:** Redditch, covering Worcestershire

**Contract type and Employment Period:** Permanent role, full time, minimum 40 hours a week, work as required by the job, including occasional weekends and evenings

**Salary Range:** £60-£70k - dependent on experience + benefits \*\*

## **Main Purpose of Role**

- Provide dynamic and strategic Christian leadership to YMCA Worcestershire 's mission and business; commitment with the Senior Leadership Team and Trustees to build the Kingdom of God, deliver the agreed vision, values, objectives and strategy
- Promote and integrate the Christian faith, aims, purposes and values in all areas of activity
- Ensure the long-term sustainability of YMCA's mission and business through faithful and prayerful service, effective governance, sound finance and delivery of innovative high-quality services
- Work in partnership with the Chair of Trustees and the Board to ensure they are supported in the delivery of their governance and Charity responsibilities for YMCA Worcestershire
- Act as an ambassador for YMCA Worcestershire , representing the YMCA locally, regionally, nationally and internationally

# **Job Description**

## **Key Requirements for the Post Holder to include:**

- Lead, inspire and build an inclusive Christian mission of YMCA Worcestershire through its staff and services, with emphasis on its work and outreach to all young people
- Champion a teamwork culture and organise the business of YMCA Worcestershire ; its policy, decision making and every day running, strategy and operations, including business and mission planning, project planning and service development in consultation with SLT and the Board
- Develop and maintain a working environment that attracts, retains and motivates good quality staff and volunteers, demonstrating Christian leadership through personal example. Be accessible to staff, volunteers and clients so that they feel listened to and supported
- Ensure the strategic aims, vision, values and policies of YMCA Worcestershire are understood by staff, volunteers, clients and other key stakeholders
- Ensure that statutory reporting requirements are complied with, such as the annual report, social housing regulatory reports, audited accounts, changes in directors, etc

## **Vision and Mission**

- Review, develop and communicate a coherent vision for YMCA Worcestershire , based on insights and sound research into the unmet needs of young people in the county. Encourage the support and nurturing

of service users to become faithful, confident and active members of society

- Promote the prayer life of YMCA Worcestershire , setting a personal example in this essential element of its activities
- Cultivate a culture of continuous improvement in the way YMCA Worcestershire operates; encourage community spirit and the embedding of Christian values throughout its programmes and services in accordance with the words and spirit of the Paris basis of faith (see Footnote below)
- Be the confident spokesperson and advocate through meetings, conferences and social and print media of YMCA Worcestershire 's Christian values, mission and services to the local community, including stakeholders, Borough, District, City and County Councils, staff, volunteers and service users
- Supervise the development and growth of plans for engaging with churches, faith leaders and other partner organisations in furthering the Christian mission of YMCA Worcestershire amongst all young people
- Encourage the development of opportunities for spiritual growth and Christian experience for staff, volunteers and those whom we serve

### **Training and Personal Development**

- Ensure effective arrangements are maintained for the personal development, appropriate training and welfare of services users, volunteers and staff
- Commit to personal self-development
- Keep abreast of existing and new legislation and policy affecting all aspects of the business
- Ensure relevant training and development for Board members is monitored and maintained in key areas of policy and legislation, such as safeguarding, charity management and the responsibilities of trustees

### **Ethos and Culture**

- Ensure that the Christian ethos of YMCA Worcestershire is embedded from strategic aims to daily practices
- Promote diversity and equality of opportunity in all its work and practices
- Continue to build a staff culture based on teamwork where everyone is valued and equipped to do their job

### **Relationship with The Board**

- Work closely with the Chair and Trustees on all aspects of running YMCA Worcestershire , keeping them abreast of developments and fostering a sound working relationship with them
- Ensure compliance with external requirements, supporting the Board in its governance responsibilities by advising on policy, strategy, legal, financial, staffing, constitutional and procedural matters
- Ensure the legal obligations of YMCA Worcestershire are made known

to the Board and fulfilled, including the statutory requirements of a charitable company, registered Social Housing association and affiliate of the National Council of YMCAs. Ensure compliance with Company Law, Employment Law, Health and Safety, Safeguarding, GDPR and other relevant legislation. Inform the Board of changes as appropriate

- Regularly report to the Board of Trustees on YMCA Worcestershire 's performance against operational targets, keeping the Board fully informed of any problems, developments and future service opportunities
- Advise the Board on required policies and ensure all decisions made and policies set by the Board are implemented
- Support the Board in ensuring that there are the appropriate skills in the Board membership and that the Board have appropriate training and are equipped and resourced to deliver high quality governance

## **Finance and Risk Management**

- Set clear strategic direction and drive ambitious, achievable goals for all income streams, in line with YMCA Worcestershire 's Christian mission, vision and strategy
- Oversee all aspects of the business, including risk management, service design and delivery, the conduct of financial and human resources, and information and asset management
- Provide strong strategic leadership and support to developing viable and inclusive services and projects, ensuring income generation delivery plans are in place to meet budget requirements
- Create or support and encourage the creation of new income generation streams
- Given the nature of the work, special attention should be given to safeguarding of children and vulnerable adults
- Be responsible overall for the financial health of YMCA Worcestershire and ensure that appropriate financial and auditing systems are in place to guard the organisation's assets, run it efficiently and effectively, and monitor and control all financial and other assets
- Keep abreast of new markets, trends and regulations – testing new sources of funding to ensure our income generation remains effective, resilient, ethical and well governed
- Work closely with SLT and their teams to ensure the essential link is made between income raised, costs incurred and outcomes achieved
- Monitor and prepare annual budgets with the input and advice of the finance officer and SLT in consultation with the Board. Ensure regular budget reporting mechanism is in place and monitored by the Board
- Ensure that the major risks to which the charity is exposed have been reviewed and systems have been established to mitigate these risks
- Ensure links and relationships with new and existing trusts, major donors,

statutory institutions and individuals are maintained and grown to support the YMCA Worcestershire Strategic Plan

### **Operational Management Duties**

- Ensure that all programmes and services are planned with SLT to maximise the benefits of the operations to all stakeholders, within both the local and wider community, that adequate resources are available and that the Board is advised on policy and strategic issues relating to the development of YMCA Worcestershire 's facilities and activities, including its response to the needs of the local community
- Manage the implementation and delivery of the business and mission plan by SLT, monitoring and addressing performance issues as they arise in consultation with the Board
- Ensure that department systems, databases and procedures are rigorously maintained and used appropriately and that sign off processes are followed

### **Key Relationships and Channel Communication**

- Ensure effective external relationships at a senior level within the YMCA Movement are developed and maintained with Christian, voluntary, statutory, commercial and other relevant organisations, including local churches
- Ensure representation in key forums within the area relating to social housing, childcare and the wider needs of young people locally, regionally and nationally, optimising links with external funding bodies to maximise funding and with others for co-operative working relationships
- Be proactive in engaging with other regional CEOs and the national leadership team, encouraging and building co-operation for mission and service to regional, national and international communities
- Develop with SLT the communications, marketing and engagement strategy that will protect and develop the brand whilst growing and engaging key audiences across the organisation's activities and outputs
- Seek communication opportunities and partnerships, which amplify the messages of YMCA Worcestershire 's campaigns, partners and fundraising activities, and which contribute to the wider narrative and public understanding of young people and the issues they face
- Be aware of public and media attention and maintain a positive and professional approach when dealing with other organisations, the press, public, clients and other stakeholders. Promote the work of YMCA Worcestershire , ensuring media enquiries are handled appropriately
- Apply a commercially astute approach to marketing and communications that drives clear links between activities and results

## **Other Duties**

- In addition to the tasks set out in this Job Description the CEO may from time to time be required to undertake additional or other duties as necessary within his or her capabilities and status to meet the needs of the organisation
- Home working is permissible for work related reasons, and should be by arrangement with the Board
- **\*\*Other Benefits:** Association sick pay\* 33 days annual leave (inc BH)  
Pension contribution (matched up to max 4%)
- This post is subject to the completion of a successful Enhanced Disclosure and Barring Service
- An Occupational Requirement in accordance with the Equalities Act 2010

### **(Footnote: The Paris Basis, 1855 states**

**“The YMCA seeks to unite those [ ] who, regarding Jesus Christ as their God and Saviour, according to the Holy Scriptures, desire to be his disciples in their faith and in their life, and to associate their efforts for the extension of his Kingdom amongst young [people].”)**



# Personal Specification

## Personal Qualities

### Essential

- A committed Christian leader with an active faith and compassion for the younger generation and their families, who understands, desires and has a vision for integrating faith into the work of the organisation, impacting lives and committing to the well-being of all local communities
- A person with honesty, integrity, transparency and humility, who puts their faith into action
- A person who can empathise with young people and their families with their changing needs, seeking God's will to serve them better and believing in the positive benefit of participation
- A team player, with the charisma to encourage collaboration and innovation, take people with them, grow leaders and enable them to realise their true potential; able to nurture, motivate, encourage and lift morale of staff where needed
- A person who values everyone equally and brings unity to a diverse organisation with different projects and disciplines
- An advocate who can stand up for and speak out on issues affecting young people's lives, helping them find confidence in their own voice
- A person who provides stability and leadership, respect and protection to people through perseverance, consistency and fairness, building trust and giving hope

## Experience, Abilities and Skills

### Essential

- Extensive senior management experience and leadership in a relevant field (e.g. education, health, housing, charity sector, project management, fundraising, youth or social enterprise)
- Strong leadership skills in the areas of performance management, change management and project leadership.
- A motivator able to work collaboratively and develop senior leadership team and act as a credible role model
- Ability to listen, negotiate, arbitrate, adjudicate and delegate, to be informed and heed advice
- Engaging, lively and warm written and public speaking skills, with the ability to build a compelling narrative and share vision with the community, Board of Trustees, staff, team leaders, volunteers, service users and external stakeholders such as District and County Councils and other YMCAs regionally and nationally
- Strong financial acumen, with extensive knowledge and management experience of budget setting and monitoring and the ability to deliver cost effective practices

- Good understanding of how to develop and optimise existing and emerging funding opportunities to include grants, sponsorship, and other income streams from both public and private sectors
- Strong commercial acumen with a successful track record of delivering and sustaining service quality and stakeholder satisfaction
- Ability to solve complex managerial and programme issues using well developed analytical and organisational skills to achieve the desired outcome.
- Experience in developing, communicating and implementing a strategic approach to fulfilling an organisation's business plan and mission
- Ability to deliver and demonstrate a Compliance and Quality framework to satisfy legal and good business/ charity governance requirements in such areas as quality assurance, safeguarding, health and safety, employment and housing
- Engaging, lively and warm written and public speaking skills, with the ability to build a compelling narrative and share vision with the community, Board of Trustees, staff, team leaders, volunteers, service users and external stakeholders such as District and County Councils and other YMCAs regionally and nationally
- Strong financial acumen, with extensive knowledge and management experience of budget setting and monitoring and the ability to deliver cost effective practices
- Good understanding of how to develop and optimise existing and emerging funding opportunities to include grants, sponsorship, and other income streams from both public and private sectors
- Strong commercial acumen with a successful track record of delivering and sustaining service quality and stakeholder satisfaction

## **Experience, Abilities and Skills**

### **Essential**

- Evidence of education/professional training to degree level or Level 5 or equivalent (essential)
- in teaching , housing, accountancy, law, theology, youth/community development or other relevant discipline (desirable)
- Active personal commitment to the Christian faith , with the desire to translate that faith into action according to the Paris basis of faith quoted below, and to the practical and prayerful expression of that faith in a professional context. (An Occupational Requirement in accordance with the Equalities Act 2010)
- Fully committed to the Christian ethos of YMCA Worcestershire and able to promote and live out that ethos appropriately and wholeheartedly

### **Desirable**

- Full clean driving license and ability to travel around the County
- IT skills

# How to Apply

For a confidential conversation about the opportunity, please contact our retained consultant Anna Jay at Public Leaders Appointments: [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) or 07904 236 348. The closing date for applications is midday on 16th July 2020

In order to apply, please submit a CV supported by a covering letter of no more than 3 sides of A4 outlining your motivation for applying and highlighting how your skills, knowledge and experience meet the requirements of the role, as set out in the brief.

Applications should be sent to [applications@publicleadersappointments.com](mailto:applications@publicleadersappointments.com) with reference YMCA CEO

[contact@ymcaworcestershire.org.uk](mailto:contact@ymcaworcestershire.org.uk)  
01527 61643

Head Office  
Gordon Anstis House  
Loxley Close  
B98 9JS

Charity Number: 516872



PUBLIC LEADERS  
APPOINTMENTS

# Timetable

- Closing date for applications: midday 16th July 2020
- Assessments: 22nd July - 7th August
- Final Panel Interviews (Redditch): w/c 10th August (potentially 11th)  
(If you are unable to attend interview w/c 10th August, please provide your availability when you submit your application).

YMCA recognises the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage applications from people of all backgrounds. To help us monitor the effectiveness of our Equality & Diversity policy, you are requested to complete a questionnaire which you can download from the vacancy page on our website. The information you provide does not form part of the selection procedure. It is used for monitoring purposes only. This sheet will be separated from your application form before shortlisting.

**For further information, please visit:**

- Our website: [www.ymcaworcestershire.org.uk](http://www.ymcaworcestershire.org.uk)
- [Our Annual Accounts](#)
- YMCA England and Wales Publications: [We Are YMCA](#)  
[YMCA Annual Report 19/20](#)