

YMCA DOWNSLINK GROUP

Board Trustee and Committee Chair (HR)

Recruitment pack



September 2025

YMCA

Here for young people
Here for communities
Here for you

Contents

Contents	2
Welcome	3
About us	4
Our governance	5
Role profile	6
How to apply	9
Key dates	9

Welcome

We are pleased that you are interested in the opportunity to join us as Board Trustee and Chair of our People and Remuneration Committee (PRC). This pack has been designed to give you an insight into who we are, what we do, and the impact we make as well as more about the role. We hope it will support your decision to join an organisation deeply committed to achieving the very best outcomes for the children and young people we serve.

We are the largest charity in Sussex and Surrey working to prevent youth homelessness and support children and young people's emotional and mental health. We support children and young people with multiple and complex needs up to the age of 25. We offer support in three service areas:

- Housing provision and sustaining accommodation
- Specialist information, advice and support
- Emotional wellbeing and mental health

We know there is more to do to achieve our mission for children and young people, and this year we are developing our new Strategy 2026–2031. As a Trustee and Chair of our People and Remuneration Committee, you will join us at a key time as we embark on our new Strategy leading on strategic and key operational matters, in particular relating to our staff and volunteers, culture and values development, our commitment to equity, diversity and inclusion and good governance, with children and young people at the forefront of everything we do.



We are passionate about making YCMA DownsLink Group a great place to work and committed to being a place where everyone can be themselves and reach their full potential. We are looking for someone who shares that passion and can bring their substantial background as a senior HR professional, with a proven track record of success at an operational and strategic level, to ensure the highest standards of governance.

We welcome people of all faiths, and those of none, both among the children and young people we support and our staff and volunteers. All Trustees are asked to sign a declaration to respect and promote the founding Christian principles of the organisation as expressed in our Articles of Association.

We are passionate about promoting equality, valuing diversity, and working inclusively. We recognise the continuing challenge to maintain diversity at the Board in terms of gender, age, religion, race, and ethnicity. Our goal is for the Board to become ever more representative of the communities we serve.

As Chair of the Board, I am delighted to lead the interview panel and to welcome you to this recruitment process. I hope you find the information in this document helpful and inspiring. If you would like an informal conversation about the role, please contact Jayne Grier, Director of People & Programmes.

Very warm wishes,

Fran Beckett,
Chair of the Board of Trustees



About us

YMCA DownsLink Group

We are the largest charity in Sussex and Surrey working to prevent youth homelessness and support children and young people’s emotional wellbeing and mental health.

With a turnover of approximately £16 million, 56% of our income is from rent and service charges, with the remaining 44% largely from commissioned contracts with some fundraising and other income streams.



Our mission:
To help children and young people have a fair chance to be who they want to be.

Our values:
**We do what’s right,
We work with heart,
We build real connection.**

We support children and young people who are LGBTQ+, Black and racially minoritised, neurodiverse, care experienced, survivors of exploitation, young carers, young parents, and young refugees or unaccompanied asylum-seeking children.

We do this by providing a safe home, increasing life skills and self-confidence, and improving emotional wellbeing and mental health. Each year, we support thousands of children and young people up to the age of 25 across Sussex and Surrey.

We offer a mixture of self-contained and shared accommodation, and a support pathway from high support services to independent accommodation. Our supported housing units, include 24 hour staffed services, projects which have daytime support staff, transitional housing schemes with visiting support, and move-on accommodation for more permanent, independent living.

We reach young people and their families through our key services, including a wide range of therapeutic services - both directly to clients in the community as well as in schools and digitally; support and advice; family mediation; and specialist services, such as our service for children and young people who have been sexually exploited.

Key documents and additional information

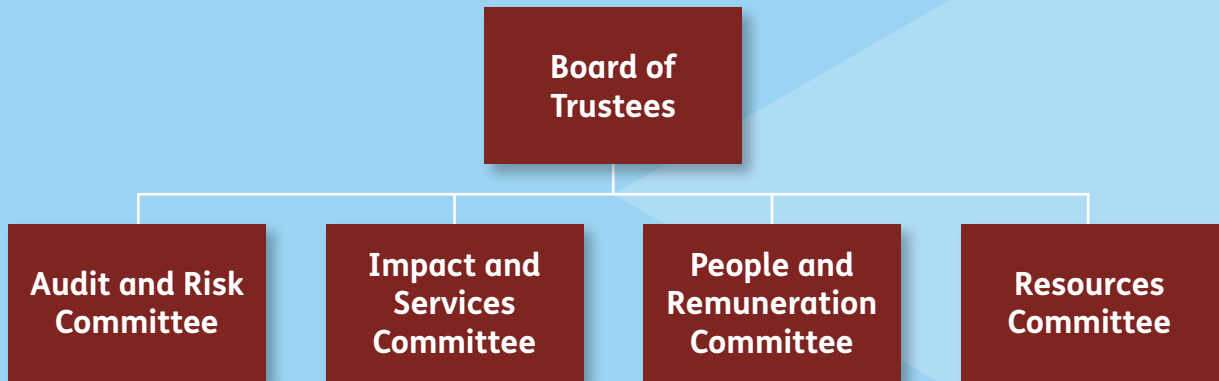
- ▶ Our 2023-2026 Strategy can be viewed [here](#)
- ▶ To see our latest Trustees’ Annual Report & Accounts 2024/2025, [click here](#)
- ▶ To see our latest Impact Report [click here](#)
- ▶ Introducing:
 - ▶ [Our Board members](#)
 - ▶ [Our Independent Committee members](#)
 - ▶ [Our Executive Team](#)

Our governance

Our Board of Trustees, currently 10 members, is a professional, enthusiastic, and effective governing body committed to the highest standards of corporate governance. This year, we commissioned Good Governance Improvement to carry out a comprehensive external review, which recognised that our Board is operating effectively, particularly in terms of governance processes.

Trustees, all of whom are non-executive and unremunerated except for the reimbursement of essential expenses, bring a broad range of relevant experience and skills to Board discussions.

There are four committees of the Board and Trustees sit on one or more committees.



All meet four times a year, usually remotely:

- ▶ Audit and Risk, which reviews and monitors the risk management, assurance and internal control frameworks, ensures effective internal and external audit processes are in place as well as full compliance with contractual, regulatory and legal requirements.
- ▶ Impact and Services, which monitors the ongoing quality of our services ensuring the development of a Psychologically Informed Environment and the management of safeguarding risks as well as oversight of organisational impact.
- ▶ **People and Remuneration**, which reviews the organisation’s People Strategy, workforce planning and remuneration package of the CEO and Executive Team as well as determining the arrangements for the appraisal of all staff.
- ▶ Resources, which reviews the organisation’s annual budgets, Asset Management and ICT strategies as well as stress-testing the organisation’s Business Plan and ensuring that new business opportunities are reviewed prior to making recommendations to the Board.

There is a clear distinction between the oversight role of the Board and the responsibility of senior management for the day-to-day running of the organisation.

Role profile

As Board Trustee and Chair of the People and Remuneration Committee, you are responsible for ensuring the delivery of our charitable objects. The Board sets out our strategic direction, upholds our beliefs and values and provides governance to the organisation by prescribing and monitoring management performance. Your lead responsibility will be in ensuring that our people strategy aligns with our mission, values, and long-term sustainability. This includes chairing the People and Remuneration Committee overseeing key areas such as executive remuneration, workforce planning, performance management, succession planning, and organisational culture.

Your leadership will guide the Board and Committee in maintaining transparency, fairness, and accountability in all people-related decisions and you will work closely with the Director of People and Programmes. In addition, you will facilitate constructive dialogue among committee members, foster a culture of informed decision-making, and ensure that governance standards are upheld. This is a unique opportunity to make a lasting impact on the lives of children and young people through a dynamic and highly respected organisation.

Role:	Board Trustee and Chair of the People and Remuneration Committee
Responsible to:	The Board of Trustees – As a Trustee your lead responsibility will be acting on behalf of the Board in chairing the People and Remuneration Committee. You are accountable to the Board of Trustees and act on its behalf to ensure that the best interests of the charity and its stakeholders are served within relevant regulatory frameworks and standards of probity in the areas of delegated responsibility.



Specific duties:

- ▶ To respect and promote the founding Christian principles in line with our charity’s objects.
- ▶ To be responsible for the effective and efficient conduct of committee meetings ensuring resolutions are properly put and necessary decisions made.
- ▶ To ensure the committee’s decisions are acted upon.
- ▶ To ensure that committee meetings take place at appropriate intervals as part of our annual calendar of meetings and start and finish times are agreed with other members.
- ▶ To ensure all committee members can play a full part in meetings, their contributions are timely and relevant, and appropriate standards of conduct and behaviour are maintained in accordance with the code of conduct approved by the Board.
- ▶ To work proactively with the Executive Team lead on the arrangements for meetings, including agreeing the agenda and checking minutes.
- ▶ To ensure that any decisions taken by the Committee that need Board approval are reported to the next Board meeting and lead the discussion at the Board meetings summarising the deliberations of the committee, including making clear recommendations.
- ▶ To proactively establish a constructive working relationship with and provide support to the Chair of the Board, the CEO and the Executive Team.
- ▶ To have a general understanding of legislative changes and policy developments in people-related matters.
- ▶ To ensure that the committee receives professional advice when needed, either from the Executive Team or external sources.
- ▶ To induct, support and contribute to the annual appraisal of those Board members who are members of the committee.

Additional trustee duties:

- ▶ Familiarising themselves with all Board papers prior to each meeting.
- ▶ Attending Board meetings (and committee meetings, as appropriate) and actively participating in the work of the Board.
- ▶ Defining and ensuring compliance with the vision, values and objectives of the charity.
- ▶ Ensuring compliance with the National Housing Federation’s Code of Governance, Regulatory Standards, Ofsted and other areas of regulation within our operating environment.
- ▶ Establishing strategy, policies and plans to achieve those objectives across the range of functions undertaken by the charity.
- ▶ Approving each year’s Budget and final accounts prior to publication.
- ▶ Establishing and overseeing a framework of delegation and systems of control.
- ▶ Monitoring the charity’s performance.



Person specification:

- ▶ A willingness to respect and promote our founding Christian principles and uphold our organisational values.
- ▶ Proven leadership experience at board or senior executive level, ideally within the not-for-profit or public sector.
- ▶ Strong understanding of governance principles, particularly in relation to people, culture, and remuneration.
- ▶ Experience in overseeing or advising on executive pay, performance management, and workforce strategy.
- ▶ Familiarity with employment law, equality, diversity, and inclusion best practices.
- ▶ An understanding of the unique challenges faced by a highly regulated not-for-profits organisation.
- ▶ Strong chairing and facilitation skills, with the ability to foster inclusive, balanced, and productive discussions.
- ▶ Strategic thinker with the ability to align people-related decisions with organisational goals and values.
- ▶ High level of integrity, discretion, and sound judgement in handling sensitive and confidential matters.
- ▶ Strong interpersonal and communication skills, able to engage effectively with diverse stakeholders.
- ▶ Analytical mindset with the ability to interpret data and trends to inform decision-making.
- ▶ Commitment to our mission, values, and social impact.
- ▶ Collaborative and respectful leadership style, promoting transparency and accountability.
- ▶ Independent and objective, with the ability to challenge constructively and support executive leadership.
- ▶ Champion of equity, diversity, and inclusion in all aspects of people and remuneration governance.
- ▶ A professional background in HR, organisational development, or remuneration advisory is desirable.
- ▶ Previous experience chairing a committee or board in a similar context is desirable.



Time commitment:

- ▶ The role is unpaid although reasonable expenses are reimbursed.
- ▶ The initial term for the position is three years.
- ▶ The Board rhythm is typically:
 - ▶ Approximately four three-hour Board meetings mid-to-late afternoon over the course of the year.
 - ▶ Two full day ‘away-days.’
 - ▶ Travel time for meetings, as Board meetings and Board Away Days are in person at various locations across Sussex.
 - ▶ Three two-hour, virtual People and Remuneration Committee meetings a year.
 - ▶ Time spent to read papers and prepare for the meeting; papers are circulated one week ahead of Board and committee meetings.
- ▶ Trustees are invited and encouraged to make at least one visit to services, and attend a staff or manager forum. There are also opportunities to attend national events such as the YMCA England & Wales Youth Matters awards.

How to apply

When submitting your application it should consist of:

- ▶ Your CV containing details of your current or most recent role, a summary of previous roles and your achievements, skills and experiences.
- ▶ Your letter of application outlining your motivation for applying for this role, why us and how what you bring aligns to the role specification.
- ▶ Details of your availability to attend the ‘in-person’ interviews in Hove as outlined below along with any accessibility needs.

Please send your completed application to our company secretary sian.stokes@ymcadlg.org no later than midday on Monday 17 November, this being the deadline for receipt of applications.

If you have any questions or if you would like to have an informal discussion about any aspect of the role, please contact our Director of People and Programmes, Jayne Grier Jayne.grier@ymcadlg.org

Key dates

Closing date: midday on Monday 17 November

Candidates will be shortlisted and invited to interview, candidates will hear back no later than Friday 28 November.

Formal interviews: Monday 8 December

Shortlisted candidates will be invited to a formal interview with trustees and an informal meeting with the Director of People and Programmes, Jayne Grier and our CEO Emily Brock. All will take place on the same day in person at our central office in Hove.

If you are offered the role, we will apply for an Enhanced DBS Disclosure, as is our practice for all Trustees on the Board.



Keep in touch



YMCA DOWNSLINK GROUP

YMCA DownsLink Group
Reed House
47 Church Road
Hove
BN3 2BE

Registered company:	03853734
Registered charity:	1079570
Registered social housing provider:	4644
Registered BACP accreditation:	00102752
Registered Ofsted:	Brighton & Hove 2767751 East Sussex 2766597 West Sussex and Surrey 2766609