



THE WORLD WE WANT TO SEE
YMCA St Paul's Group
Strategic Plan 2021-24

FINAL

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1. Preface

Following a period of mergers (2016-18) and then consolidation (2018-20) the Board and leadership of YMCA St Paul's Group saw the circumstances created by Covid-19 as an opportunity to go back to basics. We wanted to review our services and environment so that we could provide clarity on why we do what we do and the impact we are having on young people & communities across London and beyond.

This 're-imagination' project involved an extensive top down, bottom-up consultative process and included our internal and external stakeholders, teams, volunteers, boards as well as our residents, young people, customers and community users.

Having clarified our purpose and impact our re-imagination project then sought to be ambitious in what we could strive to achieve. Reaching out beyond the horizon to seek to do more than we had thought possible before. This clarity of purpose and impact, as well as ambitious imagination are 'THE WORLD WE WANT TO SEE' and therefore forms the basis of this Strategic Plan.

At the time we are launching this plan we are sensitive to Covid-19 and the far reaching and somewhat uncertain consequences of this global pandemic, the inequality exposed by the Black Lives Matters movement, the growing environmental crisis and turbulent political times of polarising politics and the implications of Brexit.

The impact of these and other socio political and economic matters means that whilst we have a plan for the next few years, we recognise we will need to be agile, responding to what is in front of us, prioritising and planning with one eye on the future and one eye on the present. This will ensure that, across London and beyond, each young person is provided the resources and support they need to thrive and each community has the chance to come together and flourish.

Two handwritten signatures in black ink. The first signature is 'Andy Palmer' and the second is 'Richard James'.

Andy Palmer
Chair of the Board

Richard James
Chief Executive

2. Introduction

About YMCA St Paul's Group

With roots that go back to 1874, YMCA St Paul's Group (YMCA SPG) is a Charity & Registered Social Landlord working across London and beyond. With over 1,150 units of accommodation, we are one of the largest providers of Supported Housing focused on London and its surrounding areas. Alongside our housing work, we provide a wide range of youth, health & wellbeing and community services that have an impact on thousands of people and dozens of communities every day.

Whilst our work is focussed on London and beyond, YMCA SPG is a part of the wider YMCA Movement. Since it was founded in London in 1874, the YMCA movement has grown to over 120 countries, reaching 64 million people worldwide. As the oldest and biggest youth-focused movements in the world, YMCA is one of the 'big six' global youth organisationsⁱ and significantly holds a seat at the United Nations Economic and Social Council. As Europe's largest YMCA and based in the city where YMCA startedⁱⁱ, our work has a wider significance. As such YMCA SPG uses its influence and impact not only for its own area, but also for the benefit of the wider YMCA.

That's why, here in London at YMCA SPG we pride ourselves on responding to local need but in a way that makes the most of the resources available to a larger charity and as part of a national and global movement.

Our vision

Across London and beyond YMCA St Paul's Group:

- **Empowers young people** by providing the resources and support so they can thrive.
- Creates **inclusive, active and healthy communities** where everyone can **flourish**.

With an approach informed by our **Christian faith basis** we work **with** fellow **community collaborators** to see this vision realised.

Our ambition

As Nelson Mandela once said,

“may your choices reflect your hopes, not your fearsⁱⁱⁱ”

At YMCA SPG such an ambition shines a light on why we work with other organisations across London seeking to empower young people whilst creating healthy, inclusive communities.

Across London 33% of people are under the age of 25. These young people have amazing skills, passion and energy and live in a wide range of diverse communities. They are not just the leaders of tomorrow but the hope for today.

That said we realise that young people have vastly different experiences growing up. Those with the access to the right resources, role models and support structures are likely to succeed, whereas those who live on the other side of the road are likely to face numerous barriers to their success. The report, *One City Two Worlds* (that YMCA SPG helped contribute to) summed this up best when it says.

“We need to fix the social mobility ecosystem if we are to make London a City that works for all of our young people^{iv}”

The World we want to see

We believe that the solution is in bringing young people together, overcoming differences and building understanding and a hope for the future. That’s why as a charity we are energised by the potential that exists from enabling and empowering all young people to provide solutions to the challenges their communities face.

We want to ensure that every young person across London and beyond is supported to realise their potential. This support may come in the form of a mentor who will listen and coach them, whilst for thousands of others we support it comes through the stability of a safe place to call home, the physical, emotional and mental resilience with which to sustain that and the education and skills to move forward.

At the same time, we recognise that it takes a village to raise a child and that’s why we aren’t just focused on empowering young people but also to bring together the communities in which they live, and helping overcome inequality and entrenched divisions in society which have been exposed further by Covid-19. We know that through enabling people to have more opportunities to connect with each other, positively and meaningfully, creates a socially integrated city which is healthier, fairer and safer. As the Mayor of London’s 2018 report in social mobility says:

“Healthy and inclusive communities are the foundation for empowered young people”^v

Our journey to empowered young people and healthy and inclusive communities starts with us as an organisation, for this vision is not just what we are working towards but reflects who we are. We want everyone who is involved with YMCA SPG, whether they are paid or voluntary, to be healthy and happy, empowered to make a difference, making inclusive decisions out of hope and not fear.

That’s why we are introducing a psychologically informed environment across the organisation that uses a Christian framework. This will not only inform what we do, but also how we organise our supported housing projects, community resources, write our policies and relate to each other.

Finally, as the African proverb says,

‘if you want to go far, go together’

That’s why at the heart of our plan we are looking to partner and collaborate with others. We realise that as a YMCA we are a piece of this solution but this is only part of the jigsaw. That’s why we will be clear about what we are good at but also look to work with others, using their organisation’s strengths to complement our own. In this way we can demonstrate what it means to be truly inclusive as well as ensure that young people and communities get the help from the best people to do the job. Together, we can see, across London and beyond, all young people empowered and healthy, inclusive communities - the World we want to see.

3. What we do

We seek to *empower* young people and create *healthy and inclusive communities*. We do this in the following ways:

How we empower young people so they can thrive.

Providing

- a safe place to live for around 1,150 people each night (the majority of whom are under the age of 35)
- safe places for young people to meet and engage with our health, wellbeing, education and digital enabling programmes
- access to accredited training courses and opportunities for apprenticeships & employment

Supporting

- people living in our hostels with the development of life skills, tenancy management and other related skills
- young local people in our community projects through non formal learning and engagement in positive activities
- personal development through mentoring, counselling & support
- the creation of positive communities in our accommodation and projects where people can rely on one another for peer to peer support.
- through signposting, other agencies who can provide additional expert interventions

Inspiring and enabling

- with stories of role models across ours and other organisations
- young people to tell their story to others
- young people to create platforms where they can help create a fairer more caring world

Advocating

- and opening doors for young people, creating opportunities for them to engage with, and influence, key decision makers in their area and across London.
- in partnership with the wider YMCA Federation
- and partnering with other youth organisations

How we create inclusive, active and healthy communities so everyone can flourish.

Providing

- a mix of ages of residents in our larger supported housing projects
- financially sustainable health & wellbeing, cultural and early years activities which bring people together across the community so they can be healthy, happy and build connections.
- services in areas where health and socio-economic inequalities are evident to tackle those inequalities.

- accessible and affordable services in line with the Five Ways to Wellbeing^{vi}

Supporting

- all members of the community by having a “One front Door” approach where everyone is welcome and cared for no matter their need.
- those who find getting engaged within their local community hard
- communities to build relationships together.

Inspiring and enabling

- other community collaborators to empower communities, families, young people and organisations to realise their potential.

Advocating

- for the needs of those whose voices are not often heard
- for accessible social prescribing to be accessible in all communities we work in
- for those families who need extra support
- and working with government public health & wellbeing initiatives around individual and community health and wellbeing

Equipping our teams for success

Providing timely and accurate information

- to managers, ensuring they have resources “at their fingertips”.
- to help track and report on how our services are making a difference in people's lives.
- and providing benchmarking data from peer group organisations
- on risk assessments and strategic risk, ensuring they are regularly reviewed and responded to

Empowering our teams

- to be healthy in body, mind and spirit.
- to develop and further diversify our volunteering programme.
- to expand our community partners and increase the resources that can be provided to our young people and service users.
- and recognising their contributions by delivering a system of recognition and reward
- and nurturing their skills through online performance management framework
- through the Staff Information Consultation Group (ICG) and Engagement forums with recognised closed loop feedback mechanisms
- and ensuring that all training takes account of diversity and development opportunities.
- by developing our apprenticeship programme

Providing an operating framework

- to help support business and systems improvement.
- including robust procedures and practices that ensure young people and service users are safeguarded and supported.
- and support the review of services considering external feedback.

4. The environment in which we operate

We recognise that the support we offer needs to be holistic and that our words match not only our actions but are emphasised by our culture. That's why we are focused on creating a psychologically informed environment across all we do.

Psychologically informed environments (PIEs) are where the day-to-day running has been designed to take the psychological and emotional needs of people with these experiences into account^{vii}. Our PIE is informed by our Christian faith basis which is set out below:

Loving: We expect to be generous with our kindness, compassion and respect, treating others as we would like to be treated ourselves. (Love God, Love your neighbour as yourself Matt 22:37)

Hopeful: We know that everyone is unique, and we want to resource and equip people so that they can hope for a better future and make the best decisions. (Woman at the well John 4:4-26)

Community focused: We value all people, of faith and none and welcome all by celebrating diversity and challenging inequality. Within our internal teams, service users and other community collaborators we recognise the best solutions are co-created. (Philip & the Ethiopian Eunuch Acts 8:26-40)

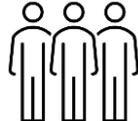
Person centred: We place relationship at the heart of all we do, knowing that we grow better together. We will consider the thinking, emotions, personality and situation of each individual and we will draw out and support resilience, learning and transformative personal development. (Zacchaeus Luke 19:1-10)

Holistic: We understand that everyone has the potential for wholeness in body, mind and spirit. We acknowledge where brokenness and hurt have damaged this fullness of life and commit to encouraging and empowering others to grow. (Paralytic man healed Luke 5:18-25)

This approach is applied in a psychologically informed way, from the way we engage with each other, model our buildings, to how we support and train staff as well as the way we write and apply policies and procedures.

5. Departmental aims

Across the organisation, each department plays a part in our vision and understands their role in delivering our overall ambitions and goals:

Department	What we do to Deliver the Vision
Housing & Support	 <p>We provide those in need of a place to call home a roof over their head and support them with services that empower them to build a positive future.</p>
Children, Youth & Families	 <p>We support all Children, Young People and Families to be safe, healthy, connected and confident people who can go on to contribute and achieve in their communities.</p>
Health & Wellbeing	 <p>We bring people together by encouraging them to be healthy physically and mentally.</p>
Chaplaincy	 <p>We help nurture an environment where people of all faiths and none can have the opportunity to experience, understand and express the love of God, shown in Jesus.</p>
Property & Places	 <p>We empower our residents, staff and service users by providing them with an excellent service and welcoming properties where they can thrive.</p>
Finance, Risk, Business Improvement & Governance	 <p>We ensure we are a financially sustainable, effective and efficient organisation that has the resources to grow.</p>
HR & Organisational Development	 <p>We enable the organisation to respond to the future with an equipped, empowered workforce that is flexible and agile and able to be deployed across all parts of the charity.</p>

6. Our Impact

The impact we have across London and beyond is shown below. It will be measured using a range of accredited tools and techniques that measure and compare social value, impact to the community and an individual's wellbeing^{viii}. Our outcome measures below will be updated each year as part of our annual planning process.

ALL CHILDREN WILL BE GIVEN THE BEST START IN LIFE:

- Families will be able to nurture and raise their children in a stable, loving environment with the support of friends and neighbours.
- Children will have access to trusted adults to talk to outside their family about the issues they are facing.
- No child will face the prospect of homelessness as a young person
- They will have good physical and emotional wellbeing.
- They will develop into confident, contributing young people & adults.

We will measure this through surveying and reporting^{ix} on children and families connecting with the YMCA and their:

Parents & Families

- Ability to obtain advice locally.
- Ability to access quality, affordable childcare.
- Feeling of belonging to neighbourhood
- Engagement with Family services
- Regular engagement with neighbours
- Positive employment / volunteering status
- Frequency of exercise

Children

- Access to positive play and informal recreational facilities
- Confidence and resilience
- Access to physical activities
- Healthy and nutritional choices
- Frequency of exercise
- View of the YMCA being a safe place

We will demonstrate excellence through

- Review of performance against Ofsted ratings
- Regular internal audits that incorporate Ofsted and regulatory requirements.

ALL YOUNG PEOPLE WILL HAVE THE RESOURCES NEEDED TO FLOURISH:

- Every young person will have a safe place to call home and the resources to maintain that.
- Young people will be empowered to innovate and create positive change in society.
- Every young person will have the skills and qualifications to achieve.
- Every young person will have the fullness of life to enable them to thrive.
- Young people will be enabled to be involved in the decisions that affect them

We will measure this through surveying and reporting on young people connecting with the YMCA and their:

- Management of their rent and tenancy
- Positive accommodation move on from YMCA.
- Attendance at activities / non formal learning opportunities
- Completion of employability related programmes
- Confidence and resilience
- Regular engagement with peers from outside their immediate network
- Engagement in community volunteering / service
- Access to physical activities and Healthy Lifestyle choices
- Frequency of exercise

We will demonstrate excellence through

- Exceeding the National Statement of Expectations for Supported Housing
- Achieving Centre for Housing and Support Excellence standard
- Maintaining London Youth Quality Mark

-
- Everyone will be able to access inclusive services and centres that bring people together.
- No one will be forced to sleep rough
- People will be supported to address the barriers they face in their communities.
- Everyone will be supported and motivated to find fullness of life in mind, body and soul.
- People will be equipped and prepared in how to live more sustainably.
- Communities across London will be connected across socio, economic and ethnic divides

We will measure this through surveying and reporting on people in local communities connected to the YMCA and their:

Community & Wellbeing

- Feeling of belonging to their neighbourhood
- Ability to rely on family.
- Improving overall physical and mental health
- Ability to obtain advice locally.
- Regular attendance at local YMCA centre
- Ability to obtain advice locally.
- Positive employment / volunteering status

YMCA Residents

- Feeling in control of life
- Increased confidence
- Exercising regularly
- Healthy lifestyle choices
- Confidence and resilience
- Positive employment / volunteering status
- Successful management of their rent and tenancy
- Positive move on from YMCA

We will demonstrate excellence through

- Maintaining the ukactive Code of Practice compliance
- Working towards the Health and Wellbeing QUEST accreditation
- Complying with BACP standards (British Association of Counselling

Professionals)

The impact of equipping our teams for success:

WE WILL BE SUSTAINABLE:

- We will have a strong financial position so front line services can plan their immediate and long-term future.
- We will manage our strategic and operational risks safely as well as capably.
- We will use our resources sustainably and effectively.

We will measure this through

- | | |
|--|--|
| <ul style="list-style-type: none"> • Operating Margin >10% • New supply – Wimbledon Development completed • Occupancy >97.3% • All loan covenants & golden rules complied with | <ul style="list-style-type: none"> • Internal Audit assurance • Reduction in Management Overheads over life of the plan • Benchmarked Value for Money Metrics • Health and Safety compliance =100% |
|--|--|

We will demonstrate excellence through

- Achieving a G1 V2 grading from the Regulator of Social Housing
- Achieving ISO 45001: Health and Safety

WE WILL BE AN EMPOWERING ORGANISATION:

- We recognise and value our staff and volunteers, as both individuals and as a collective
- Staff feel that the organisation recognises and values them as an individual.
- All teams are empowered to make decisions within our operational framework in pursuit of our ambitious statements.
- We will build on the effective top down / bottom up approach undertaken as part of the re-imagination project that ensures that Board, staff and volunteers continue to have a voice in the direction of the organisation.
- We will be renowned for delivering within a Psychologically Informed Environment based on a Christian framework that welcomes people of all faith and none.

We will measure this through

- | | |
|---|--|
| <ul style="list-style-type: none"> • Staff Surveys • Tracking talented, diverse staff as they progress through the organisation | <ul style="list-style-type: none"> • Staff Retention • Great places to Work Trust Index • Staff engaged in Learning and Development |
|---|--|

We will demonstrate excellence through

- Becoming an accredited Great Places to work ®
- Demonstrating compliance with the BITC Race Charter Mark

WE WILL BE DELIVERING EXCELLENCE:

- By making a positive and lasting difference to the communities in which we operate, and through exemplar models and services.
- By providing an efficient and excellent service where staff are empowered to deliver best practice
- Through learning and continuous improvement
- By ensuring adherence to regulatory compliance and reduction of risk, enabling us to remain financially sustainable.
- With our environmental management through both our building design, redesign and energy use

We will measure this through

- | | |
|--|---|
| <ul style="list-style-type: none"> • Health and Safety Compliance • Ongoing reduction in Co2 • All buildings and renovations reflect psychologically informed environments and sustainable goals. | <ul style="list-style-type: none"> • Promoting and enhancing green spaces • Accommodation and centres are accessible to all. • IT issues reported / resolved |
|--|---|

We will demonstrate excellence through

- Achieving ISO 14001 Environmental Management
- Achieving ISO 15001: Energy Management
- Achieving Trusted Charity Levels 1&2
- Achieving Cyber Essentials Plus

7. Mapping our success

Alongside the success measures outlined above we will demonstrate our strategic relevance by mapping our outcomes against the strategic targets laid out by:

- Mayor of London: demonstrating our relevance as a strategic / go to partner.
- YMCA Federation: helping contribute and raise the profile of the work of YMCAs across the country.
- UN Sustainable Development Goals: supporting the World YMCA in being a strategic partner of the UN.

HOW WE CONTRIBUTE TO THE YMCA FEDERATION STRATEGY

<p>Change income mix and reliance on statutory funding.</p> <ul style="list-style-type: none"> • Develop and roll out range of business models. • Develop and implement approach to coordinated fundraising and tendering 	<p>Effective evidence-based, local/national engagement with decision makers</p> <ul style="list-style-type: none"> • Equipping and supporting local engagement 	<p>Demonstrate and measure impact of the federation.</p> <ul style="list-style-type: none"> • YMCA evidenced research reports around key areas. • Consistent adoption and application of brand • Internal and external communications strategies/frameworks • Deliver safely to consistently high quality and standards. • Articulate and roll out quality service standards. • Roll out and monitor safeguarding standards
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HOW WE CONTRIBUTE TO THE MAYOR OF LONDON PRIORITIES

<p>Giving Children best start in life</p> <ul style="list-style-type: none"> • Robust safety net • Supporting vulnerable communities • Tackling childhood obesity through healthy eating and access to exercise • Signposting families to the support available to them: Free dental care, NHS, post and perinatal care 	<p>Young People able to Flourish</p> <ul style="list-style-type: none"> • Reversing unemployment • Londoners into good work • Keeping young people safe • A new deal for young people – access to mentor and quality youth activities • Narrow social, economic and health inequalities • Improving mental health and well being 	<p>Communities, Healthy Active and connected</p> <ul style="list-style-type: none"> • Equality • Environmental Sustainability • Health and Wellbeing • Involving all Londoners • High streets for all; exciting new uses for underused high street buildings across diverse communities
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HOW WE HELP MEET UN'S SUSTAINABLE DEVELOPMENT GOALS

<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>4 QUALITY EDUCATION</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>5 GENDER EQUALITY</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>
<p>4 QUALITY EDUCATION</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>13 CLIMATE ACTION</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>10 REDUCED INEQUALITIES</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>				
1.4, 1.B, 2.1, 4.1, 4.2, 4.6, 16.2		4.3, 4.4, 8.5, 8.6, 11.1, 13.3		4.5, 4.7, 5.5, 5.b, 5.C, 7.3, 10.2, 11.7, 16.7	

8. From here to there: 2021-24 Strategic Plan aims

Having clarified 'what we do', 'why we do it' and how our impact is measured, we have taken on the feedback from our residents, customers, external stakeholders, staff, Board and Committee members to set ourselves some ambitious targets for the next three years. Although the dates listed below are subject to change due to budget, planning and external factors, they will remain our ambition.

Therefore, working with other community partners across London and beyond we will:

1. Develop and promote a network of safe places for young people to meet (or stay) and community wellbeing hubs where local people can access the support they need to thrive

- a. We will develop and report to the Board a plan that identifies up to three geographical areas around London and beyond where YMCA work is needed but not yet seen (2021-22)
- b. We will ensure that our existing sites are well organised to provide the best possible community facilities to help the health and wellbeing of local people and residents (2023-24)
- c. We will review and refine our CYF & H&WB (non-housing) services so they can provide a sustainable and diverse business model that will allow expansion of YMCA work (2021-22)
- d. We will develop opportunities with the different Dioceses as well as other church denominations for growth of YMCA work in partnership with local churches (2021-24)
- e. We will introduce an annual employability programme that supports our residents and other local young people into sustainable employment (2021-22)
- f. Using our own buildings, we will create at least one space in each Borough where we are based for local young people to gather and be supported (by 2021-24)
- g. We will reach out and build a partnership network with other YMCAs and likeminded youth work providers who offer places that local young people call safe (by 2022-24)
- h. We will triple the number of volunteer / paid youth workers / mentors supporting our residents and local young people (throughout this plan)
- i. We will support annual community events in the areas where we have services to show case what we do (throughout this plan)
- j. We will build collaborative networks with other YMCAs and other likeminded organisations providing wellbeing services to local communities (throughout this plan).

2. Be a leading provider of Supported Housing to young people in London:

- a. We will implement an innovative group wide Support Pathway and Involvement & Empowerment Policy which will set out how residents can engage with governance processes (2021-22)

- b. We will develop and deliver a sustainable, new model for people at our specialist support properties in Elmbridge (2021-22)
- c. We will establish working partnerships with local rough sleeper teams so that we can best support those in need (2021-22)
- d. In line with our Psychologically Informed Environment (PIE), we will, from 2021, develop a package of tailored support for specific groups of young people such as those from the LGBTQ+ and BAME communities (2021-23)
- e. We will complete the development of YMCA Wimbledon, using it as a landmark development for our future growth (2023-24)
- f. We will benchmark in the top 25% percentile for Value for Money when compared to peers (2023-4)
- g. We will deliver at least 200 new units of accommodation (2023-2024)
- h. In our larger hostels we will maintain an appropriate balance of ages to help younger residents to look up to and help maintain a stable environment that mirrors external communities (throughout this plan)
- i. We will increase the number of residents accessing mental and physical health support across all our supported housing services (throughout this plan)
- j. In partnership with other providers, we will develop a suite of next stage accommodation options to support our residents with their positive move on (throughout the life of this plan)

3. Introduce a psychologically informed approach, informed by Christian framework as an organisation:

- a. We will develop a strategy to implement a PIE across all our services and back office support functions (2021-24)
- b. We will develop and implement a new Office Accommodation and Working Strategy that responds to the changing nature of work (2021-22)
- c. By the end of this plan, we will have improved all our resident common areas and support rooms to ensure they reinforce our psychologically informed approach (throughout this plan)
- d. We will triple the support from professional Chaplaincy volunteers (throughout this plan).

4. We will develop the fundraising and donations received across the organisation:

- a. We will launch a 'Fund the Future' sponsorship scheme to help our residents who move into work to maintain their rent as they move on into next stage accommodation (2021-23)
- b. We will launch a Wimbledon Capital support appeal to support the fit out of the new YMCA (2021-23)
- c. We will develop and implement an appropriate corporate structure to maximise the opportunity to gain fundraised income so that social housing is not put at risk (2021-22)
- d. We will develop a range of resources to support local teams and service users to fundraise for enhancements within their local

projects, empowering them to have a voice in how their service improves and the funds are spent (2022-23)

- e. We will establish a corporate sponsorship programme to support our work with our residents and local young people (2022-24)
- f. We will work with YMCA England & Wales and other neighbouring YMCAs to develop the profile and fundraising capacity of the YMCA Federation (throughout the plan)
- g. We will ensure that all partners and suppliers meet our framework of requirements, ensuring our procurement strategy enables ongoing charitable support from those we do business with and is in line with our own corporate social responsibility programme (throughout the plan)

5. Be seen as a 'go to' charity by the wider YMCA, the London Borough's Mayor of London's office, and other key commissioners:

- a. In line with this new plan and focus, we will develop and distribute a range of media that communicates what YMCA SPG does, the impact it has and what are our plans for 2021-24 (2021-22)
- b. We will appoint a lead for PR and Fundraising to lead on YMCA SPG brand awareness and positioning in conjunction with other YMCAs, particularly in London (2021-22)
- c. We will undertake a stakeholder survey and develop an action plan to build our reputation with key decision makers (2022-23).
- d. We will agree a communications strategy with other London YMCAs (2022-23)
- e. We will hold an annual event at which the empowered voice of young people is showcased to key decision makers (2022-24)
- f. Based on Mayor of London strategic targets, Public Health England goals and the UN SDG's, we will measure and produce an annual 'YMCA Wellbeing' report on the increase in physical and mental wellbeing in the areas where the YMCA SPG is engaged (throughout the plan)

6. Be successfully using digital tools to help improve the lives of young people and communities:

- a. We will launch a digital panel made up of Board, staff and young people to review to assess how we can use digital tools innovate whilst managing cyber risk including Cyber Essential Plus (2021-22)
- b. We will introduce one common, support software systems across our Housing work (2021-22)
- c. We will introduce a new system for gathering and reporting on 'finance, HR and other support services queries (2021-22)
- d. We will implement a new finance system to improve financial reporting and analysis (2021-22)
- e. We will develop our Health & Wellbeing membership software and associated user app (2021-22)
- f. We will work with YMCA England and Wales (YMCA E&W) on the development of a Federation wide dynamic Impact Scorecard (2021-23)

- g. As part of our office strategy, we will develop an innovative plan to help staff work successful from home and offices across our estate (2021-2023)
- h. We will develop innovative digital tools to help our residents gain access to the support and advice they need (by 2023-24)

7. Be known as a Great Place to Work © helping us retain and attract the best people to work for us:

- a. We will launch a new Talent Management / Learning & Development and succession planning model within CORE HR (our HR Information System) (2021-22)
- b. We will develop and implement a Staff Wellbeing Charter (2021-23)
- c. We will become and promote ourselves as an accredited Great Place to Work ©, with a view on increasing the quality, diversity and range of candidates applying to work with the charity (2022-23)
- d. We will achieve and promote our BITC Race Charter Mark (2022-23)
- e. We complete a review of pay and grading structures and implemented a standardised new reward structure, a unified set of terms & conditions and Code of Conduct (2022-23)
- f. We will achieve high levels of staff engagement by providing events, activities and resources for managers and staff, create a working environment which is conducive to an effective work-life balance (throughout the plan).
- g. We will introduce regular detailed people data reports (including diversity gap analysis on current and potential employees (throughout the plan)

8. Ensure that everyone working or partnering with us is clear about what we do and the impact we are having:

- a. During 2022, we will develop a partnership framework which we will roll out across our partners that clarifies what YMCA SPG does and what its impact is.
- b. We will develop Package of Support we can offer other Organisations / Community Collaborators from (paid for back office support to programmes and activities)
- c. We will support Chaplaincy across the YMCA Federation as part of a national team (throughout the life of this plan)
- d. We will increase conversations around Chaplaincy, homelessness & faith at local, regional and national levels (throughout the life of this plan)

9. Ensure that the customer voice is at the heart of everything we do:

- a. We will implement an innovative group wide Involvement & Empowerment Policy which will set out how residents can engage with governance processes (2021-22)
- b. We will undertake a detailed project with our residents at least once every three years on the best way of involving tenants in the

- governance and scrutiny of our housing management service (starting 2021-22)
- c. We will use and publish a report on the 'Voice of the customer' (including Net Promoter Score feedback) in annual planning of all services (throughout the plan)
 - d. We will use a YMCA SPG and YMCA Federation impact scorecard to represent the young people we support and bring their story to life alongside that of who we are and what we do through whitepapers, thought pieces and innovative articles (throughout the plan)
 - e. At least once every year we will create an opportunity, for young people to help the Board and Leadership shape its annual and future strategies through face-to-face engagement (throughout the plan)
 - f. We will be transparent about our performance ensuring our residents and service users have access to our performance in areas relating to them (throughout the life of this plan)
 - g. We will revise and redefine our customer feedback routes with a closed loop approach for all areas of our operations. (throughout the life of this plan)

10. We will be known for delivering excellence across all we do:

- a. In line with this strategic plan, we will agree and implement a new Governance Strategy (2021-22)
- b. In line with this strategic plan, we will agree and implement a new Asset Management strategy (2021-22)
- c. We will meet and exceed the National Statement of Expectations for Supported Housing *and The Charter for Social Housing Residents* (2022-23)
- d. We will achieve Cyber Essentials Plan (2022-23)
- e. We will create a dynamic knowledge hub that shares stories and best practice across our group (2022-23)
- f. We will Achieve Trusted Charity 1 & 2 accreditation and *achieve the accredited Centre for Housing Support award* (2023-24)
- g. We will have developed a roadmap to becoming carbon neutral as an organisation (2023-2024)
- h. We will seek a cost-effective solution to the full integration of the West London YMCA subsidiary into the main YMCA St Paul's Group (throughout the life of this plan).

9. Navigating Safely to the Future (Risk Management): Our seven guiding rules

The plan to achieve our ambitious vision has been conceived in a time of global and national uncertainty not least to the ongoing implications of Covid-19 and Brexit. The navigation to our future will need to be revisited throughout the ongoing changes and upcoming challenges ahead. We will remain flexible and adaptive to these changes and focused on maximising the impact we can have whilst balancing our capacity and any risks.

Through the months and years ahead there are some central guiding principles that will be used by the Board in our decision making:

1. We will ensure all we do is done within a strong governance framework.
2. We will focus on what we do best and collaborate with others whose work complements our own and who share our vision and approach.
3. We will respond to the challenges that Covid-19 presents us, adjusting priorities to meet circumstances and address any further socio-economic inequalities that arise.
4. We will support and consult our teams as they progress through this journey of change and recognise any additional pressures, they might be facing.
5. We will ensure we maintain a financially sustainable business model by retaining a stretch target of 10% operating margin.
6. We will ensure that we maintain regulatory compliance throughout the Charity and will always ensure that social housing assets are never put at risk.
7. We will ensure that we safeguard the health and safety of our residents, staff, residents and community beneficiaries in all we do.

10. References

Some of the guidance that informed this plan

- a. Regulator of Social Housing, Consumer Standard
- b. Regulator of Social Housing, Economic Standard
- c. Regulator of Social Housing, Governance and Financial Viability standard
- d. Regulator of Social Housing, Sector Risk Profile
- e. The Charter for Social Housing Residents
- f. Social Housing Whitepaper (Nov 2020)
- g. National Housing Federation, Code of Governance 2015 and 2020 (Draft)
- h. National Statement of Expectations for Supported Housing 2020
- i. CQC Regulations for service providers and managers 2020
- j. Ofsted New Inspection guidance 2020
- k. UK Active Code of Practice
- l. Public Health England advice on physical activity, 2020
- m. Public Health England 2020-25 strategy
- n. New Economics Foundation: Five Ways to Wellbeing
- o. Mayor of London's 'All of Us: Strategy on Social Integration 2018
- p. Mayor of London's 'Equality, Diversity and Inclusion Strategy' 2018
- q. Mayor of London's Road to Recovery, presentation Sept 2020
- r. Mayor of London's Fund report 'One City, Two Worlds' 2019
- s. HACT Valuing improvements in mental health: Applying the wellbeing valuation method to WEMWBS, 2006
- t. HACT Social Value Bank
- u. UN Sustainable Development Goals, 2015-2030
- v. World YMCA Padare series, 2020
- w. Big 6 Youth Organisations: Joint Position Statement on non-formal education, 2020
- x. YMCA England and Wales Strategy 2017-21
- y. YMCA Central emerging strategy including new Vision, Mission and Values, 2020
- z. YMCA Thames Gateway Strategy, 2017-21
- aa. London Borough's Youth Strategies, various
- bb. Diocese of London: Capital Youth Strategy 2017-22

References

- i [https://www.ymca.int/a-message-from-the-big-6-youth-organizations-worldwide/#:~:text=Formed%20in%201996%2C%20the%20Big,WOSM\)%2C%20World%20Association%20of%20Girl](https://www.ymca.int/a-message-from-the-big-6-youth-organizations-worldwide/#:~:text=Formed%20in%201996%2C%20the%20Big,WOSM)%2C%20World%20Association%20of%20Girl)
- ii Our name YMCA St Paul's Group draws a line from the place where the YMCA was founded, the City which we are focused on and the Christian basis of our approach.
- iii <https://www.goodreads.com/quotes/956662-may-your-choices-reflect-your-hopes-not-your-fears>
- iv One City Two Worlds, Mayor of London's Fund report in Social Mobility, 2019
- v Mayor of London report on Social Mobility "All of us" 2018 p9
- vi <https://neweconomics.org/2020/03/five-ways-to-wellbeing-at-a-time-of-social-distancing>
- vii <https://www.mentalhealth.org.uk/blog/psychologically-informed-support-homeless-people-what-it-means-and-why-its-crucial>
- viii <https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs>
- ix Surveys and questions will be based on accredited sources that allow for benchmarked reporting. Success measures will be updated annually to reflect learning and development.