



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

**FINAL**

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## 1. 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.

## 2. What we do

We seek to empower young people and create healthy and inclusive communities by:

- Providing Services that make a difference
- Supporting People, to help them develop
- Inspiring with stories and examples
- Advocating, seeking better circumstances for all

To equip our teams to achieve this we:

- Providing timely and accurate information so they can do the best job
- Empowering our teams so they can make the best possible decisions
- Providing an operating framework that ensure we are delivering a high quality service

## 3. 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 putting place a psychologically informed environment (PIE) across all we do. Our PIE is informed by our Christian faith basis. This means we set out to be:

**Loving:** We expect to be generous with our kindness, compassion and respect, treating others as we would like to be treated ourselves.

**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.

**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

**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.

**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.

## 4. 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



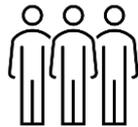
We provide those in need of a place to call home a roof over their head and support them with services that empower them to build a positive future.

### Children, Youth & Families



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.

### Health & Wellbeing



We bring people together by encouraging them to be healthy physically and mentally.

### Chaplaincy



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.

### Property & Places



We empower our residents, staff and service users by providing them with an excellent service and welcoming properties where they can thrive.

### Finance, Risk, Business Improvement & Governance



We ensure we are a financially sustainable, effective and efficient organisation that has the resources to grow.

### HR & Organisational Development



Our overall aim is to make YMCA SPG a "Great Place to Work" and we are committed to providing an inclusive culture that values difference.

## **5. From here to there: 2021-24 Strategic 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).

## **6. Navigating Safely to the Future, 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.

