



CONNECTED COMMUNITIES: 20-25

A Strategic Guide



YMCA BLACK COUNTRY GROUP

Wherever YMCA operates in the Black Country and border areas, whatever the service provided, the goals are the same... community transformation, enabling people to truly Belong, Contribute and Thrive.

We bring community transformation by helping people to believe in themselves and realise their potential. We support people to grow and develop in Mind, Body & Spirit.

Built on a Christian foundation, with an ethos that is inclusive of all, we are a youth-minded organisation, with a community approach.

Our Places are found in the heart of communities, working with children, young people and their families, offering support & advice, accommodation, family work, health and wellbeing, and training & education.

This Strategic Guide sets out our desire to grow our services to best meet the needs of young people and their communities, so that they can truly Belong, Contribute and Thrive.

**Jon Rowe, Chair
& Steve Clay, Chief Executive**



Ethos Summary

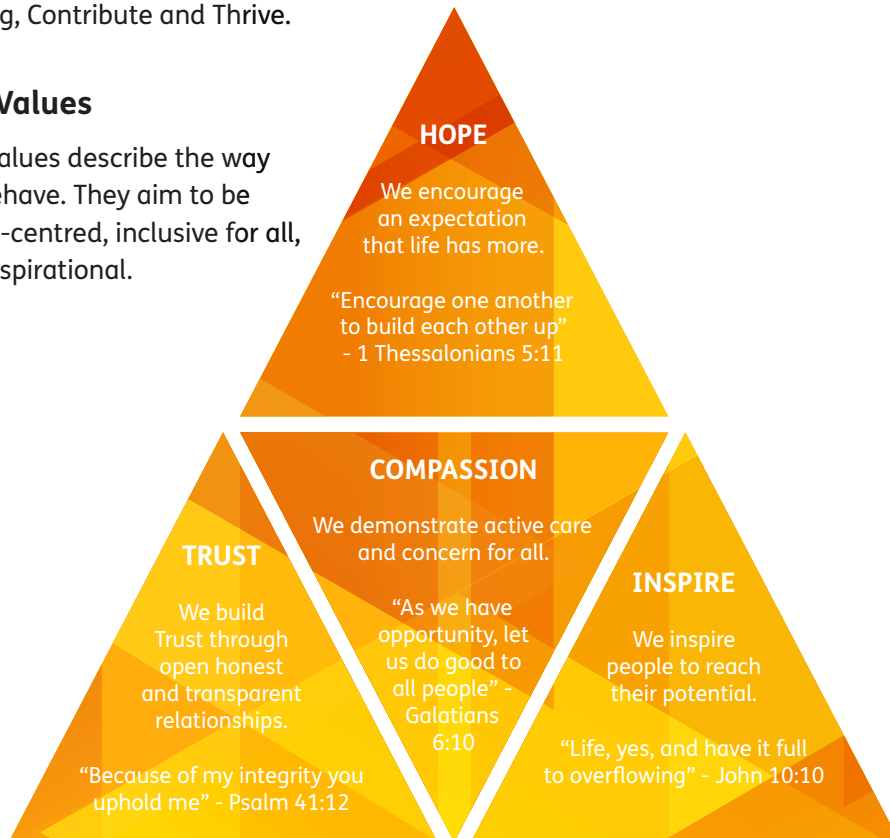
YMCA is built on a strong Christian foundation. We trust in a God of love, expressed through the life, teaching and sacrifice of Jesus Christ, and aim to live this out in our actions and values. We enable people to flourish by experiencing and responding to this love. It inspires and challenges us to trust steadily, hope unswervingly, and love unconditionally.

We believe all people are made in God's image and place equal value on every individual, welcoming people of all faiths and of none. We therefore seek to serve others, look for the best, forgive when wronged, go the extra mile, stand with those who face disadvantage or exclusion, challenge discrimination and social injustice, be transparent, do the right thing, and never give up.

We enable people to develop their full potential in Mind, Body and Spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly Belong, Contribute and Thrive.

Our Values

Our Values describe the way we behave. They aim to be Christ-centred, inclusive for all, and aspirational.



Connected Communities: 20-25

Creating connected communities is the theme that will drive our strategic direction during 2020 – 2025. We aim to establish a sustainable YMCA Black Country Group (YMCA BCG) presence in community locations which connect with local need.

Joined-up programmes will be delivered from across our service areas; support & advice, accommodation, family work, health & wellbeing, and training & education. We will avoid single service delivery unless essential to need. A clear awareness of the YMCA BCG programme offer will be created within the communities we serve; delivered by committed, valued and connected staff and volunteers.

Connected Communities: 2020-25, a Strategic Guide, will be delivered through five areas of focus, understood, owned and relevant to all staff and volunteers. It is a simple tool to guide the growth and development of the organisation in its organisational business planning in the successive years ahead.

The five areas of focus are:

- ▶ Places of Transformation
- ▶ Programmes for People
- ▶ Empowering Young People
- ▶ Growing Ethos & Values
- ▶ Investing in Talent



Focus 1:

Places of Transformation

A YMCA BCG presence spread across our area, with transformational community impact.

Delivered by growing:

- i. Community Branches that have sustainable 'economic engines' principally based on:
 - a) Childcare - trebling the amount of early years provision delivered
 - b) Accommodation - developing twice the amount of young professional / worker accommodation compared to supported housing and from which other community services can be delivered.
- ii. Community Outreach locations, which meet strategically identified needs.

A 'single service' location, approved by the Board to meet a specific programme need, which can't be delivered from an existing Community Branch location.
- iii. Awareness of YMCA BCG presence and positive impact.

By 2025 we're aiming for

4 Full service 'Central' Community Branches

1 Additional Community Branch

825 Childcare places (279)*

175 Supported accommodation units (220)*

278 Young professional / worker accommodation units (60)*

Community outreach presence in 25 towns

1 in 2 members of public are aware of YMCA BCG presence in Community Branch towns

Our 25 Year Challenge:

25 Community Branches

Walsall Central, Community Branch

Small Street Centre – multiple services
Glebe Centre
Green Lane Housing

West Bromwich Central, Community Branch

Western Gateway Centre – multiple services
Carters Green Nursery
Greets Green Nursery
High Street Housing
Phoenix Street Housing

Wolverhampton Central, Community Branch

Temple Street Centre - multiple services
Cannock Road Housing

Community Outreach Programmes

YMCA Open Door
Learning & Skills
Health & Wellbeing

Other Locations

Stanley Lodge Housing, Wednesbury
Wolverhampton Street Housing, Dudley
Highland Road Housing, Dudley
Aelfgar House, Rugeley
Catisfield Crescent, Pendeford

Wolverhampton

Walsall

Sandwell

Dudley

Focus 2:

Programmes for People

Development programmes, covering the range of YMCA BCG services.
Delivered by:

- i. Learning & Skills / Health & Wellbeing / Family Work / Support & Advice programmes which evidence impact, provided from:
 - a) Community Branches.
 - b) Community Outreach locations linked to current/future Community Branches, or where area-wide/specialist service delivery meets a strategic need.
- ii. Focusing on the distinctiveness of YMCA BCG, our 'connected community' approach and our unique Ethos and Values.
- iii. Nurturing a mixed model of social enterprise, alongside donor-based and commissioned services.

By 2025 we're aiming for

Programmes reaching 14,000 people each year (7,350)*

Quality assessments rated 'Good' with >20% at outstanding

Distinctive impact measures, developed and applied for all services

1 New scalable social enterprise identified and proven

Our 25 Year Challenge:

Programmes reaching 40,000 people each year

*No. in 2019



Focus 3:

Empowering Young People

Special emphasis on enabling young people aged 0-35 years, to truly Belong, Contribute and Thrive.

Delivered by:

- i. Informal education youth work, linked to YMCA BCG programme areas – delivered in Community Branches and Outreach locations.
- ii. Providing 'Belong, Contribute and Thrive' progression routes in Community Branches for young people to grow within the YMCA BCG environment... from child, to teenager, to adult.
- iii. Enabling young staff / volunteers / trustees to truly Belong, Contribute and Thrive.

By 2025 we're aiming for

Create a sustainable youth-work model, regularly reaching 500 teenagers

Birth - Youth - Adult progression routes in 4 Community Branches

50 young staff thrive through 'Group' task-groups which stretch them

100 young people contribute as volunteers annually

Increase trustees aged under 35

Our 25 Year Challenge:

Youth-work regularly reaching 6,500 teenagers

Birth - Youth - Adult progression in 13 Community Branches



Focus 4:

Growing Ethos & Values

Nurturing an inclusive Christian culture, where everyone benefits.

Delivered by:

- i. Effective Induction and the consistency of Christian Mission across the group. (e.g. spiritual content programme in nurseries).
- ii. Establishing Ethos Champions in all YMCA BCG locations.
- iii. Developing youth work which links into Church / Missional opportunities.
- iv. Supporting Christian Mission growth through YMCA, locally, nationally and globally.

By 2025 we're aiming for

50 Governance Members

100% complete full induction within 3 months

90% of locations have trained Ethos Champion

All curriculum to embed Mind, Body & Spirit and Belong, Contribute & Thrive

5 Church youth work partnerships working with over 100 young people

Over 70% of staff engage in Christian Mission events annually

A national Christian Mission strategy established which contributes to World YMCA

Our 25 Year Challenge:

50 Church partnerships & 250 Governance Members



Focus 5:

Investing in Talent

Crafting a skilled, motivated and creative staff team to implement this Strategic Guide.

Delivered by:

- i. Specific emphasis on the development / acquisition of:
 - a) Entrepreneurial Leadership
 - b) Spiritual Leadership
 - c) Organisational Management / Leadership
- ii. Recruiting and retaining excellent staff, continually developed, and who exemplify our Ethos and Values.
- iii. Becoming a Real Living Wage employer.

By 2025 we're aiming for

20 Staff have undertaken Entrepreneurial / Spiritual / Organisational leadership development (or were recruited for these skills)

A range of tools developed allowing Staff to regularly reflect on the YMCA BCG Values to test they are living them in their working practice.

Real Living Wage implementation completed

Our 25 Year Challenge:

One of the highest staff satisfaction ratings in the UK



Connected Communities: Our Strategic Guide

Mission

We develop people in Mind, Body and Spirit

Vision

An inclusive Christian movement, transforming communities, so that all young people can truly Belong, Contribute and Thrive.



Service Areas

Support & Advice
Accommodation
Family Work
Health & Wellbeing
Training & Education

Our Values

Inspire
Compassion
Trust
Hope

Foundation

George Williams founded the YMCA in 1844. Eleven years later, the first YMCA World Alliance meeting took place in Paris, where the Paris Basis was created, and on which, all YMCAs would be established.



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MAIN
ENTRANCE
The Royal Opera House

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SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION