

Strategic Plan

2017 - 2020

Registered Charity 250983

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Statement from the Chairman of the Board of Management

Dear Friends & Colleagues

YMCA Neath has been involved with the local community for over 141 years. It has a proud history of providing support to people of all ages and abilities via an extensive programme of community based activities, including sport, education and training through close working partnerships with local statutory and voluntary organisations.

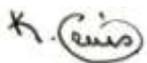
The changes taking place nationally and locally in the way in which community based services are planned, funded and delivered will require us to rethink our current range of services and consider how we should position the organisation to respond to the new opportunities to develop services that help meet the needs of individuals and the wider community.

This strategy sets out how the Board of Management intends focusing on a clear number of aims and objectives that we feel reflect the strengths of the YMCA and will support other statutory and voluntary organisations in meeting the needs and aspirations of individuals and communities.

I hope that you will engage with us in helping to shape this Strategy and make sure that it is successfully delivered over the next three years.

I look forward to working with you,

Regards,

A handwritten signature in black ink, appearing to read 'K. Lewis', enclosed within a circular scribble.

Chairman,
Board of Management

1. Who we are...

YMCA is the largest and oldest youth charity in the world, helping more than 58 million people in 119 countries. We are an inclusive Christian movement transforming communities so all people can belong, contribute and thrive.

There are 116 YMCA's across England and Wales, and YMCA Neath has been serving Neath and the wider community since 1865.

- **Community Footprint**

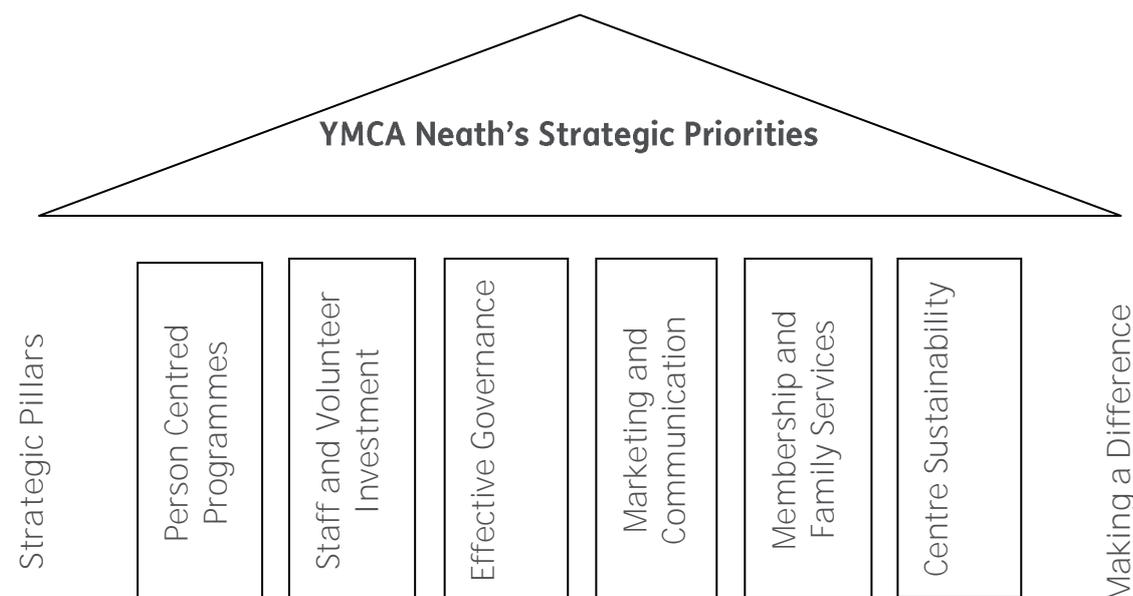
The County Borough of Neath Port Talbot comprises an area of 44,217 hectares, with a mix of urban and rural settlements. Urban areas include the towns of Neath, Port Talbot and Pontardawe, while inland, there are the Afan, Neath, Dulais, Upper Swansea and Amman valley communities, many of which have their origins in coal mining. With a population of 139,812 as measured in the Census 2011, Neath Port Talbot is the seventh largest unitary authority in Wales. These statistics relate to the County Borough of Neath Port Talbot rather than the town of Neath.

In 2016 Neath YMCA saw an annual footfall of over 27,000 people.adults and ...young people participated in a wide range of **educational, recreational and sporting** activities.

2. Mission Statement

To be a service to the local community providing a wide range of social, cultural, educational, recreational, and sporting activities for people of all ages.

3. Strategic Priorities



For YMCA Neath to be sustainable it must have a strategic plan that speaks to the mission, vision, goals and niche of the organization. We have used this strategic plan to create an annual operational plan. We regularly engage our trustees, staff and volunteers in the planning process, which has enabled YMCA Neath to identify the goals towards which the organisation will work to meet its mission and realise its vision.

3a. Person Centred Programmes

In order to maximise the efficiency and effectiveness of existing and future resources, the Board of Management have identified the following four programme priorities as **YMCA Neath's strategic focus during the next three years:**

- Widening Participation (WP)

Aim:

YMCA Neath is committed to equal opportunities for all. We will increase **opportunities for learning and other activities for young people, adults and 'under represented' groups.**

Objectives:

1. Promote and enhance stakeholder engagement in events, open days and awareness raising activities.
2. Encourage participation by removing barriers – through the concept of diversity, acceptance, trust and respect.
3. **Adopt a holistic approach to encourage participation, recognising that 'one size does not fit all'.**
4. Work in partnership with other agencies to enrich and expand activities at YMCA Neath.

- Health and Wellbeing (HWB)

Aim:

YMCA Neath will provide service users of all ages with a broad range of activities and services that promote and support healthier lifestyles.

Objectives:

1. Promote and actively increase physical activity which will result in improved health and wellbeing.
2. Raise awareness of health risk factors to improve positive social wellbeing.
3. Increase engagement opportunities and social networks for young people.
4. Work in partnership across all sectors to deliver sustainable innovative health improvement interventions/activities.

- Education and Training (ET)

Aim:

YMCA Neath will be a centre for learning and personal development. We will provide opportunities for people to gain new skills and confidence which will allow them to live a more fulfilling life and provide a platform where personal goals and aspirations can be realised.

Objectives:

1. Deliver a diverse range of educational and training programmes for all.
2. Work with partners to support people to gain employability skills.
3. Develop and maintain our long standing reputation for delivering community based music programmes.
4. Engage in positive consultation relating to community educational and training needs.

- Community Engagement and Partnership (CEP)

Aim:

YMCA Neath will work in collaboration with a wide range of community organisations, agencies and partnerships to identify, plan and provide activities in support of local, regional and national strategies.

Objectives:

1. Work with local partners to undertake a mapping exercise to identify the gaps in service provision.
2. Organise a range of events in support of local community initiatives to bring together people in the community.
3. We will provide a facility that is inclusive and responsive to needs of the community.
4. Continue to act as a local community information hub

3b. Staff and Volunteer Investment

We will continue to review existing staffing levels to ensure we have sufficient, appropriate and qualified staff to support the day to day running of the YMCA and the delivery of the Strategic Plan.

Operating within financial constraints we will explore new Continual Professional Development (CPD) opportunities for staff and volunteers so we can positively respond to the current and future needs of the organisation.

We will endeavour to increase our volunteer base, and provide support and opportunities for volunteering across the organisation. We recognise that the skills, knowledge and experience of our volunteer team significantly increase our capacity to deliver services, and enrich the experience of our service users.

3c. Effective Governance Through:

- Defined Trustee Roles and Responsibilities

The Trustees are the governing body of YMCA Neath, and have the ultimate legal responsibility of the organisation.

They are responsible under YMCA Neath's **governance document** – Memorandum and Articles of Association – for the general control and management of the administration of the charity.

Trustees will continue to meet on a four to six weeks basis or sooner if appropriate.

- Robust Financial Management (please see Funding and Income Generation Plan Appendix A)

This plan sets out the funding need for YMCA Neath to minimise financial risk over the next 3 years. It identifies actions, timescales and possible funding resources to enable the successful delivery of our activities.

It will help the YMCA to reach its goals, and provide a record of its past successes as well as providing recommendations for the future.

This plan will highlight some of the key information to be considered at the time of writing, although it is a working document to support managing risk by anticipating possible opportunities and threats to delivering our services.

A strategic subcommittee has been established to oversee the development and implementation of the Plan.

- Management Information & Quality Assurance

The organisation is currently working towards the PQASSO principles. Trustees will receive comprehensive reports at each Board of Management meeting to ensure progress on a range of performance indicators and to highlight any risks.

The various sub committees of the Board will be an important element in the quality assurance process. Service user feedback will also be collated on a regular basis. All data will be used to ensure robust governance is in place, and to maintain quality of service whilst delivering its activities.

- Managing Risk

A Comprehensive risk assessment policy is in place, and is updated and presented at every Trustee meeting.

3d. Marketing & Communication

All marketing and communications will be developed in consultation with our partners and stakeholders.

Annual newsletters / reports will be published as part of our priority. Social networking, YMCA Neath website and various printed documentation will be updated regularly and used to inform, communicate with and feedback to members of the public.

3e. Membership & Partner Services

The volume of general and activity membership will be increased as included in the Operational Plan. The Board of Management will review its pricing structure annually to ensure our members and partners can access our services at an affordable price.

3f. Centre Sustainability

The Strategic plan covers various components of **YMCA Neath's sustainability**. This document provides details on each of the components that guide and support YMCA Neath to manage its day-to-day operations and to think of its long term commitments.

The Board of Management have established various sub **committees' covering all** aspects of the organisation. This will contribute to the ongoing sustainability of the Centre in the short and medium term.

Annual Operational Plan (Please see Appendix B) – Making our Strategic Plan a Reality

The plan identifies work YMCA Neath will undertake in the forthcoming year. It is directly linked to the Strategic Plan where all actions identified will move YMCA Neath towards meeting its strategic priorities over the next three years.

The actions are flexible and practical, will include activities and timelines; and will determine and inform the progress of the strategic plan.

Appendix A – Funding and Income Generation Plan 2017 - 2020

- Current Position

Current Income

Our current income is generated predominantly through short and medium term room rental, physical activities (gym, gymnastics and martial arts) and donations / fundraising.

The table below shows the provision and income generation commitment for the forthcoming year, although the prediction is unstable as it could change should public circumstances change.

- Proposed Sources of Income:

The next three years will be challenging and require additional sources of capital and revenue funding. We will continue with existing partners and expand to include additional adult education classes and apply to funders for new projects. These will include:

Public and Private funders

Tenders

Trusts

Community Fundraising – car boot sales, sponsorships, events, etc

Wills and legacies

- Monitor and Review

What tools do we have in place – we currently have a section usage database spreadsheet.

Currently a quarterly review takes place, as the majority of room rental is term time based.

The responsibility lies with the Centre Manager with support from the Centre Administrator.

- Conclusion/Recommendations

Monitoring should take place monthly. This would support marketing objectives.

Additional training for dedicated staff. This would enable a team of people the ability to undertake the task.

Dedicated roles and time; thus enabling staff to undertake tasks more effectively.

Strengths: Characteristics that give YMCA Neath an advantage over others within the third sector

Good location, good transport links

Focal point in the community

Six days a week opening

Over 27,000 visits per annum

Excellent partnership working

Award winning music provision

Excellent IT provision

Award winning Martial Arts centre

Wide range of activities for children, young people and adults

136 years of Annual Good Friday morning Breakfast supported by local business people and civic dignitaries

Weaknesses: Characteristics that place YMCA Neath at a disadvantage relative to others

No core funding

Only 3 members of full time staff during the daytime

3 part time evening and weekend reception staff

Lack of volunteers

No caretaker

No handyman

Building maintenance backlog

Limited Parking

Opportunities: Chances to make a bigger difference in our area of delivery

To further develop strong partnership working

Publish new Strategic and Operational Plan to reflect changing national and local policies

Sustain and expand music, martial arts and IT provision.

Staff motivation through mentoring programmes with the Board of Management

Focus on developing volunteering programmes

Re-establish youth provision.

Threats: Factors that could possible cause trouble for our organisation

No core funding which could lead to the potential closure of the YMCA.

Over reliance on the staff to maintain partnerships, manage the centre, and provide basic maintenance.

Building failure due to lack of capital funding for on going maintenance for the building and its services.

Appendix B - Neath YMCA Operational Plan 2017-2020

REF:	Actions	Resources	Lead
Widening Partnership WP 1	Evaluate existing programmes to ensure we have opportunities to learning and activities for young people, adults and 'under represented' groups (Equality Act 2010).	Board of Management representative	CM
	Deliver new opportunities alongside traditional activities.	YMCA Staff	CM
WP 1.1	Ensure invitations are sent to key stakeholders at all events.	Stationary expenses	CM and CA
	Organise various events.	Expenses budget dependant on event	CM / CA
	Promote events on social media linking in with key stakeholders.	Within staff roles	CM / CA
	Ensure publicity and marketing is covered at all events.	Expenses budget dependant on event	CM / CA
	Design databases to cover existing and planned activities	Staff roles	CM / CA
WP 1.2	Ensure activities are delivered across all disciplines.	YMCA Staff	CM
	Ensure activities are accessible for target audience.	YMCA Staff	CM / all Staff
WP 1.3	Hold public workshops, where individuals can 'have a voice' in the implementation of activities.	YMCA Staff	CM
	Implement a community focus group.	YMCA Staff and budget	CM / CA
WP 1.4	Ensure representation at local and national meetings.	Board of Management and CM	CM
	Encourage joint working to expand activities.	All Staff	CM
	Work in partnership on funding bids to create joint ownership.	Fundraising Sub Committee and CM	CM
Health and Well Being (HWB) 2	Plan a broad range of activities to promote and support healthier lifestyles.	Fitness Instructor	CM

HWB 2.1	Use social media to market and promote existing programmes.	Centre Administrator and budget	CM
	Introduce new activities to the existing YMCA portfolio.	All Staff	CM
	Create working databases to input data on membership.	Centre Manager	CM
	Evaluate programmes, and promote 'good news' .	CM, Fitness Instructor and CA	CM
HWB 2.2	Introduce in partnership with local, regional and national organisations activity sessions/workshops on health and social wellbeing, for example, smoking cessation, healthy eating, weight management and emotional wellbeing.	Fitness Instructor	CM
	Use questionnaires, surveys and focus groups to evaluate outcomes on all programmes/activities.	Fitness Instructor	CM
HWB 2.3	Introduce structured activities specifically tailored to young people.	Gymnastics/dance/martial arts Instructors	CM / Instructors
	Document the number of people accessing the activities/programmes.	YMCA Staff	CM / Staff
	Document the number of sessions delivered.	YMCA Staff	CM / Staff
HWB 2.4	Ensure involvement from partnerships across all sectors whilst planning and delivering sustainable health improvement interventions/activities.	YMCA Staff	CM
Education and Training (ET) 3	Neath YMCA will deliver a variety of accessible educational and training programmes over the next three years.	YMCA Staff	CM
ET 3.1	Engage with partners to maintain existing educational and training programmes.	Board of Management and Centre Manager	CM
	Plan new innovative programmes to address educational and training needs of service users and local organisations.	YMCA Staff	CM
ET 3.2	Deliver employment based programmes in conjunction with local partners.	YMCA Staff	CM
	Maintain a 'jobs board' where people can visit during opening hours.	YMCA Staff	CM

ET 3.3	Continue to deliver a vast music portfolio.	YMCA Staff	CM
ET 3.4	Continue collecting qualitative and quantitative data to inform future delivery of people's educational and training needs.	YMCA Staff	CM
Community Education & Partnership (CEP)4	Work in partnership with existing groups and organisations to deliver community activities.	YMCA Staff	CM
CEP 4.1	Ensure proactive networking at local meetings.	YMCA Staff	CM
	Conduct a mapping exercise of local services.	YMCA Staff	CM
CEP 4.2	Plan events and activities based in Neath YMCA and in the Neath community.	YMCA Staff and budget	CM
CEP 4.3	Continue to seek funding to upgrade facilities to ensure accessibility for all.	Fundraising Sub Committee	CM
CEP 4.4	Continue to update and expand on the information available at YMCA Neath.	YMCA Staff	CM
	Liaise with local, regional and national agencies to provide accessible information in accessible formats.	YMCA Staff and the Board of Management	CM

Key

CM – Centre Manager

CA – Centre Administrator

Adopted on behalf of The Board of Management: Date: 10th May 2017



Review date:

May 2018