



Business Plan

Including Strategy,
Annual Plan &
Budget

Support and advice
Health and wellbeing
Family work
Training and education
Accommodation

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Front cover image: YMCA England

We're the largest provider of safe supported accommodation for young people in England. YMCAs supply nearly 10,000 beds every night, ranging from emergency beds to longer-term supported living.



Executive Summary

Set against the background of a tough economic climate, with cuts to funding and increased demands on our services, and in the context of YMCA England's Movement strategy, YMCA Thames Gateway Group 2014-2019 business plan represents an ambitious but achievable strategy for sustainable growth, and one that marks a step change in the charity's development.

Background

Spanning five boroughs, three of which are the country's most deprived, we work across five core areas: health and wellbeing; training and education; children and families; accommodation; and support and advice. From our childcare and youth provisions, our state of the art fitness facilities to our accommodation service, we support thousands of young people and their communities in the London Boroughs of Barking & Dagenham, Greenwich, Havering, and Ashford & Dartford in Kent.

This needs to be set against a difficult economic climate, with welfare cuts and decreased resources for charities resulting in an increase in demand for our services.

There's also the wider YMCA picture to consider: this plan is informed by YMCA England's whole Movement strategy, which seeks to unify our purpose. But it, in turn, will inform their strategy, as they share our strengths with other YMCAs across the country.

Strategic context

Our Board has identified key priority areas for the coming years: growing our impact and achieving greater clarity of purpose; creating a sustainable and diverse business model; developing our leaders and future leaders; and, key, increasing our focus on young people so that all our work is seen through their lens.

Aims and objectives

Our mission is to transform the communities in which we work, enabling more young people to truly belong, contribute and thrive. To achieve that, we have set five clear, strategic aims:

- ▶ Increase our impact, both in terms of number of people we work with and the difference we make to their lives
- ▶ Be recognised as a leading youth and community charity locally
- ▶ Prioritise the development and health of young people
- ▶ Have a sustainable business model in place that supports our continued growth
- ▶ Work with the national and global YMCA Movement to deliver our shared vision

Each aim has clear objectives, priority activities and success indicators, ensuring that, while our plans are ambitious, they are achievable.

Measuring success

Our performance measurement will be renewed so that we can all see what and how we're doing, and the overall change we're making as a Charity. In addition to more quantitative measures, we will introduce an outcomes measurements framework to allow us to measure our impact.

Conclusion

This plan makes a step change for YMCA Thames Gateway Group. Over the next five years we will see our impact and influence grow both locally and nationally as part of the Movement. We will extend our reach into new geographical areas, build on our provision across all five work areas, and, most importantly, transform more communities, enabling more young people to truly belong, contribute and thrive.

1. Introduction

YMCA Thames Gateway Group's 2014-2019 business plan is an ambitious strategy for sustainable growth that marks a step change in the charity's development, offering:

- ▶ A new strategic model that creates a direct line of sight from our mission and values through to individual staff plans.
- ▶ A set of strategic aims and measurable objectives for the next five years, driven by social need and the competitive external environment.
- ▶ Strong operational plans to deliver our aims and objectives.
- ▶ Impact-oriented performance measurement that will ensure we focus on the positive difference we make in our areas of work.

The plan articulates who we are and how we deliver our work in the context of the YMCA locally, regionally and nationally. It pays particular attention to the new Movement strategy, considering the bigger picture of what the YMCA in England is endeavouring to achieve, and, in turn, informs that through our local experience and expertise.



2. About YMCA Thames Gateway Group

Who we are

As part of the YMCA Movement, our mission is to transform communities to enable all young people to truly belong, contribute and thrive. We've been doing just that in the Thames Gateway area for more than 130 years, driven by our core values:

We seek out: we actively look for opportunities to make a transformative impact on young lives in the communities where we work, and believe that every person is of equal value.

We welcome: we offer people the space they need to feel secure, respected, heard and valued, and we always protect, trust, hope and persevere.

We inspire: we strive to inspire each person we meet to nurture their body, mind and spirit, and to realise their full potential in all they do.

We speak out: we stand up for young people, speak out on issues that affect their lives, and help them to find confidence in their own voices.

We serve others: we are committed to the wellbeing of the communities we serve and believe in the positive benefit of participation, locally and in the wider world.

What we do

Our services are delivered through five work areas:

Health and wellbeing: wide-ranging, friendly and inclusive health and fitness facilities.

Training and education: programmes for schools and colleges, those with individual and additional needs, and older people.

Children and Family Work: a range of childcare provisions and activities and youth provisions

Accommodation: housing young people in our hostel and flats, providing support and accommodation

Support and advice: on benefits, education and employment, and health and wellbeing.

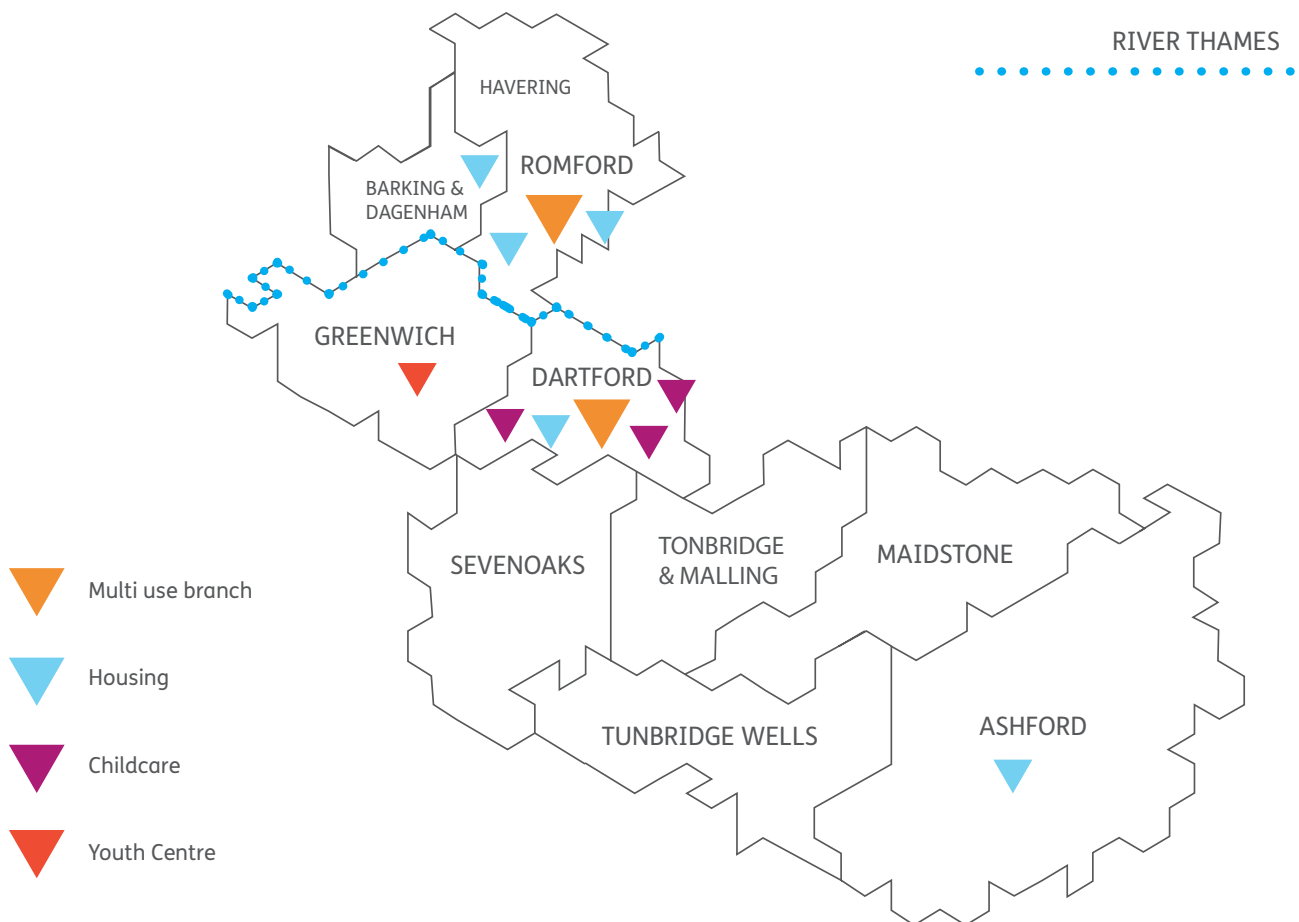
As part of the Global YMCA Movement, international work interweaves with all these areas.

Where we work

We work in five boroughs, three of which are the countries most deprived. In the North is Romford, on the borders of Barking & Dagenham and Havering and Dartford is the main centre for the South serving Kent and Greenwich. In the future we are aiming to expand further into parts of Kent and Essex, where we believe we can make a difference.

Who we work with

We work with all members of the community, in the belief that everyone should be able to reach their full potential, regardless of their background. Our focus, however, is on young people, with targeted work for those with a specific need.



How we do it

We believe in joined-up working to maximise our reach and impact. Our provision is fully integrated, so that, no matter what the reason for initial contact, young people have the opportunity to access all the services we provide, giving them the best all-round chance to improve their lives and be part of the wider community.

Why we do it

Our concern for the welfare of young people and their communities is motivated by our Christian faith, which drives us to place equal value on every individual, welcoming people of all faiths and none, to serve those who face disadvantage or exclusion, and to challenge discrimination and social injustice.

3. Strategic Context

3.1 Organisational context

Board direction

In December 2012, the board of trustees outlined the following priorities for the charity:

- ▶ **Growth of impact:** expanding existing programmes and identifying new business opportunities.
- ▶ **Greater clarity of purpose:** improving focus and increasing charitable impact.
- ▶ **Measurable impact of our charitable work:** determining how to demonstrate substantively the positive difference we make.
- ▶ **Sustainable and diverse business model:** diversifying income streams, increasing income from fundraising and commissioning, as well as maintaining and expanding trading income.
- ▶ **Leadership development:** investing in existing and emerging leaders.
- ▶ **Increased focus on young people:** shifting the rudder so there is a clearer focus on young people throughout all work areas.

Financial performance

YMCA Thames Gateway Group has been formed via a merger of 2 local YMCA's Romford YMCA and Thames Gateway YMCA. As this is the first full year that the newly merged YMCA has been trading there is no past financial performance relating to the new charity.

Prior to merger, over the past five years, with the exception of 2011-12, Romford YMCA achieved operating surpluses before interest and movements in investments. Romford's revenue reserve rose from £510k to £1.24m, with cash reserves increasing from £125k to £750k.

Over the same period Thames Gateway YMCA, prior to the merger, struggled financially, due to high levels of investment in the refurbishment of the Roundhouse. Over the five year period the reserves of Thames Gateway YMCA were eroded and the charity agreed loans with YMCA England to continue trading. The merger of the 2 YMCAs to create YMCA Thames Gateway Group allowed the new entity to consolidate these debts and purchase back the long term lease on the Roundhouse building ensuring the long term future of the outstanding work south of the river.

Thames Gateway YMCA now has around 55 per cent of turnover, generated by rental or grant income from accommodation, 12 per cent from health and wellbeing programmes, and 17 per cent from Childcare and family work. The remaining sixteen per cent of income comes from a mix of youth work, catering, rentals, investments and fundraising. It is expected that from 2016-17 housing income will increase to around 61% of turnover as a result of us opening 2 new housing schemes in Woolwich in partnership with Greenwich Council



Product and services

As the economic climate becomes more challenging, so too does our work. Funds are harder to come by, while demand is unremitting.

Accommodation

Welfare reform and a tougher sanctions regime mean that managing arrears is challenging. This is coupled with a growing waiting list and greater need for benefit advice, informal education and resettlement for individuals.

Training and education

There's increased demand for our education programmes too. We're now working with 26 schools and colleges, 10 more than in 2010, with a nine per cent rise in our work with special populations, for which we've accessed additional funding.

Health and wellbeing

At a time when people are reviewing their expenditure, our direct debit membership was up by over 15 per cent to 1035 in June 2014 compared to 877 in June 2013. Our total fitness membership is 3,200. The challenge to maintain income will continue and may increase given the growth in competition, specifically the emerging "budget gym" market locally.

Children and Family work

A total of 228 families used our children's services. Some of our children's services have faced challenges in occupancy due to high numbers of parents facing work insecurities and increased provision in schools. We continue to explore the possibility of opening further day nurseries, replicating the Kent model in Romford and other areas, and will develop services to ensure we remain relevant and sustainable. Our birthday party provision has grown steadily in Romford over the last year and we plan to replicate this service across other sites

Support and advice

Members accessing the fitness and wellbeing services receive support and advice on healthy lifestyle and safe training. Our resident members receive life skills training and personal development opportunities and advice about such things as Universal Credit and welfare reform. Families accessing the children's services receive help concerning childcare vouchers, tax relief and similar benefits. We also offer additional services include bereavement support, and faith-based courses.

Strengths and weaknesses

- ▶ Infrastructure: the leadership team and broader infrastructure are strong, with a positive, can-do attitude. Development is needed in IT/digital, sales and marketing and business development.
- ▶ Holistic approach as a USP: our breadth and depth of services and our geographical spread and flexibility are key strengths, allowing us to bring together issues and sectors through the development of a holistic model.
- ▶ Governance: new recruits to the board give us the skills to take the charity to the next level, but must be harnessed effectively.
- ▶ Lack of strategic clarity: planning to date has been based on an annual, operational model. Our new plan will provide a framework for longer-term business development and decision-making.
- ▶ Lack of local profile/influence: we are influential within the Movement; we have developed a network of relationships in Dartford and Greenwich and have a good model of partnership working to deliver services. We are also building strong and sustainable local relationships north of the river.

3.2 External context

Young people

While we will continue to work with everyone in society, there is a strong consensus, backed by compelling social need, that we should increase our focus on young people. A survey of 500 young people across England, conducted by YMCA England in June 2013, identified the areas in which they most require our help:

Top five goals

- ▶ An enjoyable job
- ▶ Good relationships with family and friends
- ▶ Financial security
- ▶ To be fitter and healthier
- ▶ To have somewhere nice to live

Main obstacles to achieving goals:

- ▶ The economy and competition for jobs
- ▶ Affordability of housing
- ▶ Lack of confidence
- ▶ Low motivation



Strengths and weaknesses

In addition to the online survey, further research was conducted with young people who currently use YMCA services. They were exceptionally positive about their experience, but wanted to see the YMCA:

- ▶ Improve practical support, advice and guidance, especially in the areas of career choices, employment, financial issues and management and real world survival.
- ▶ Lobby government and become a strong voice for young people.
- ▶ Successfully help to protect critical services for marginalised and disadvantaged young people.
- ▶ Engage young YMCA users as volunteers or mentors for their peers.

Our communities

Ashford

Ashford is ranked* the 192nd most deprived local authority in England. Its population is predicted to rise by 34.7% by 2021 (from 2011). Ashford is 89.48% white British.

Although 83% of residents describe their health as good (2011 census), the health priorities are focused on smoking cessation for pregnant women (22% smoke) and to increase breastfeeding rates.

Barking and Dagenham

Barking and Dagenham is one of the country's most deprived local authorities (ranked* 8th out of 326). Its pre-school population has increased by 49.1%, while the proportion of its white population has fallen more than anywhere else in the country, due to an influx of Black African and Asian communities from London's East End.

Residents of Barking and Dagenham have a lower than average life expectancy with key health issues identified as obesity (children and adults); alcohol and smoking and teenage pregnancy. Twenty eight per cent of residents have no qualifications and unemployment is high at 42% of the population.

Dartford

Dartford is ranked* the 168 the most deprived local authority in England. Its population is mostly white British 83.77%. The population is projected to increase by 5% over the next 5 years and 11% over the next 10 years. The biggest population growth is in the 65+ (13%) and the 85+ (26%) age groups. Health priorities are for the high rates of obesity in both adults and children (adults 28.2% against England's 24.2% and 22.7% of children in year 6 are obese, significantly higher than England average 18.7%). 73.4% deaths are from Circulatory disease, cancer and respiratory disease.

Greenwich

Greenwich is ranked* the 19th most deprived local authority in England. The largest ethnic group other than white (2011 Census) is black and black British (19.1 per cent), followed by Asian or Asian British (11.7 per cent). Life expectancy in Greenwich is substantially shorter than the national average. This is true at birth and at age 75, and is true for both males and females. Coronary heart disease, stroke, lung cancer, chronic obstructive airways disease and mental disorders account for 55% of the life expectancy gap between Greenwich males and the London average, and 47% for females. (NHS 2013-14)

Havering

Havering is ranked the 177th most deprived local authority in England. Its population is predicted to rise by 13 per cent, the majority the 65+ age group (the fastest rate increase in England). It has the highest percentage increase in BME groups, although remains largely White British in make-up. On the whole, and relative to Barking and Dagenham, residents of Havering are in good health, although there are local variations. Priorities include child and adult obesity, dementia and teenage pregnancy.

3.3 Significant opportunities

- ▶ The potential to develop our work in South East London and Kent
- ▶ YMCAs across Essex are strong and there is interest in exploring a YMCA SE regional model.
- ▶ The potential to run key local youth provision in the London Borough of Havering.
- ▶ The Rush Green site masterplan and tower refurbishment.
- ▶ A new 80 bed residential unit in the London Borough of Greenwich
- ▶ Potential new housing in Dartford and Ashford

3.4 National YMCA Movement

The YMCA in England is going through a period of significant change, uniting for the first time behind a national Movement strategy and brand. Resources will focus on positioning the YMCA as a leader in society and a voice for young people and their communities, highlighting our five work areas.

The Movement strategy has created a strategic framework with a set of common aims, designed to help local and sector YMCAs with their planning, to encourage consistency, cohesion and collaborative working, and to facilitate an emphasis on the bigger picture.

Our new, national aims are:

- ▶ Increasing our impact
- ▶ Extending our influence
- ▶ Working together better
- ▶ Shaping our future

4. Strategy

4.1 Planning model

In order to ensure that all the charity's activity contributes directly to transforming communities to enable all young people to truly belong, contribute and thrive, we have created a new planning model that provides a direct line of sight from our mission to individual staff action plans.



4.2 YMCA Movement Integration

YMCA Thames Gateway Group's 2016-2019 business plan marks a step change in our ambition, not only in terms of the positive difference we will make locally, but also our contribution to the work of the YMCA Movement in England. Our plan fully reflects the aims of the national Movement:

- ▶ Increasing our impact: we will increase the number of people we work with, while also targeting those most in need, especially young people.
- ▶ Extending our influence: we aim to be recognised as a leading charity for youth and community provision locally.
- ▶ Working together better: we will seek opportunities to work with other YMCAs and support the Movement strategy.
- ▶ Shaping our future: we will create a sustainable business model and invest in the leadership of our staff, trustees and volunteers.

4.3 Aims and objectives

To achieve these ambitions, our aims and objectives for the next five years are to:

1. Increase our impact, both in terms of number of people we work with and the difference we make to their lives

- ▶ Increase our reach from 5900 to 10700.
- ▶ Increase the difference we make to our beneficiaries (with measured outcomes and SMART objectives to be developed over the next three years).
- ▶ Expand into other geographical areas where there is a clear need, through mergers, acquisitions and partnerships.

2. Be recognised as a leading youth and community charity locally

- ▶ Increase and sustain representation and relationships in place with all key, local decision-making bodies operating within our sectors.
- ▶ Increase brand awareness

3. Prioritise the development and health of young people

- ▶ See 100 per cent of our work through the lens of young people.
- ▶ Develop a full youth offer in Romford in year 1.
- ▶ Ensure that young people are represented at all leadership and decision making levels within the organisation.

4. Have a sustainable business model in place that supports our continued growth

- ▶ Leaders and staff are motivated and equipped with the necessary skills to enable the Association to grow.
- ▶ Site master-planning complete and work in progress.
- ▶ Increase turnover by 50 per cent to £7 million by 2019.
- ▶ Increase surplus to five per cent of turnover by 2019.
- ▶ Diversify our income model (80 per cent earned income, 15 per cent contracts, five per cent voluntary income) by 2019.

5. Work with the national and global YMCA Movement to deliver our shared vision

- ▶ Adopt the agreed brand.
- ▶ Participate in the development and delivery of at least two national signature programmes.
- ▶ Influence the national debate on the position and articulation of the YMCA as a faith based Movement.
- ▶ Engage with the global movement through the implementation of our international strategy.

We have specialist expertise in working with young men and women, and aim to be the voice of all young people.

We give people practical support to help them achieve their full potential. We live in your community, providing a broad range of activities and services to meet local needs.

Every day we do inspiring work supporting young people and helping them belong, contribute and thrive in their local communities. You'll find us getting involved in a wide range of services in your community.

5. Delivery

5.1 Structure

Our new structure reflects our broader sector focus, combining market-facing departments with shared services that promote a holistic view and a synergistic approach.

Work Areas

- ▶ Housing
- ▶ Health & Wellbeing
- ▶ Family Work
- ▶ Youth Work
- ▶ Catering

Shared services

Our shared services support the work areas. Their responsibilities include:

- ▶ Corporate services
- ▶ Facilities
- ▶ Marketing and comms
- ▶ Front of house
- ▶ Business development
- ▶ Chaplaincy

5.2 Action Plan Summaries - Work Areas

5.2.1 HOUSING

- ▶ There is a large and growing demand for housing
- ▶ Housing policy is currently under scrutiny; many changes have already been made to our funding streams and rental income, and further changes are expected which will affect the client group we work with and money available to support our services.
- ▶ Policies, systems and processes still need to be integrated
- ▶ YMCA accommodation in Greenwich is due to be available from April 2016, providing genuinely affordable housing for 84 young people who are in work, education, or training, or are a teenage parent.
- ▶ Nationally a lot of focus is being placed on Y Cube and we are in advanced conversations about trialling it
- ▶ We have a desire to improve and diversify our programme offer for young people, including more involvement in international events and partnership working with other YMCAs to expand participation opportunities.
- ▶ We do not currently have a youth participation framework in place

Year 1 priorities

- ▶ Develop an asset based resident support model across all sites
- ▶ Complete integration of key systems and policies
- ▶ Develop a sustainable life skills programme offer
- ▶ Secure funding and identify sites for low cost modular housing, and develop an implementation plan
- ▶ Develop and execute an implementation plan for Greenwich housing project
- ▶ Research and develop model of youth participation which includes international opportunities

Objectives and Targets

Objective	Indicator	2016/17	2017/18	2018/19
Consolidate existing provision and ensure it is a high quality sustainable offer	Percentage occupancy levels	94% Targets	96%	97% at all sites
	All policies and systems integrated and working	50%	100%	
	Quality assessment framework in place	Y	Y	Y
	Percentage positive move ons	45%	55%	65% at all sites
	Percentage of people accessing life-skill programmes	25%	50%	65%
Have developed at least one low cost modular housing site	Site identified	Y		
	Funding secured and scheme up and running			Y
Get Greenwich site up and running as a model of good practice that can be rolled out	Up and running	Y		
Ensure that young people are represented at all leadership and decision making levels	No. of young people represented as leaders	10	15	20
	Percentage of young people that feedback that it has been a positive	65%	80%	95%

5.2.2 HEALTH AND WELLBEING

- ▶ Currently we have 1,700 Fitness members spread across both Direct Debit and Pay and Play and Adult and Junior (December 2015)
- ▶ We are very strong with our additional needs work but we don't market it well. There are additional opportunities here including building relationships with other CCGs and widening the offer to include growing health needs e.g. diabetes (tying in with national work).
- ▶ We have a good schools programme but there is room to grow it further and link more with children's services
- ▶ Our impact on everyday members is not measured and therefore questionable.
- ▶ Capacity issues exist across the staff team if we are going to expand
- ▶ New LA fitness facility due to open in centre of Romford – could take away everyday members but might open up opportunities for special populations work
- ▶ There has been limited health and fitness in Dartford and Woolwich sites so there is potential to look at expansion here

Year 1 priorities

- ▶ Work with marketing and communications to develop a sustainable marketing plan that will cover both sales and retention. The plan will be adaptable to compete with our competitors and will cover all aspects of the health & wellbeing department including Schools and Sports programmes and our specialist work.
- ▶ Conduct a review of children and parent needs and work with children's services to put together and market a range of new classes
- ▶ Review health & wellbeing needs of Dartford and Greenwich branches
- ▶ Develop relationships with LAs and CCGs and tender for health and wellbeing related contracts where appropriate

- Up skill the health & wellbeing team via specialist courses to be able to apply for commissioned health and wellbeing grants eg. diabetes, obesity, cardiac rehab
- Research and develop the opportunity for us to become a training centre and provider of fitness qualifications. Using this to enhance our offer to our members and users

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
Grow our health and wellbeing membership by 20%	No. of new members	450	500	500
	No. of cancellations per year	400	375	350
Develop a health and wellbeing junior programme	No. of junior classes	8	10	14
	No. of children taking part	100	150	200
	Visits annually	1,800	2,450	3,400
Be the No. 1 provider for special populations health and wellbeing work across the TGY geography	No. of specific programmes	1	2	3
	No. of people impacted on	100	200	300
Research and develop the opportunity for us to become a provider of fitness qualifications	Research and proposal ratified	√		
	Number of courses run	1	3	9
	No. of people impacted on	12	36	108

5.2.3 CATERING

- ▶ Catering serves over 100 residents a day
- ▶ At Romford, it is considered the heart of the building and is known for providing a real social boost to people
- ▶ There is, however, a lack of clear identity and purpose for the catering department (all things for all people)
- ▶ Food quality can be inconsistent and is not always healthy

Year 1 priorities

- ▶ Set up healthy eating project team
- ▶ Review current offer, market research – other YMCAs catering offer
- ▶ Review customer feedback and consult with all user groups
- ▶ Complete options appraisal and decide on implementation plan for years 2 and 3
- ▶ Seek external help / sponsor.
- ▶ Agree new menu
- ▶ Create implementation plan

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
To develop a clear on-brand identity for catering	A standardised simple offer for all customer groups in place	Feb		
	No. of people using it	100	150	200
	Feedback from market research	75%	85%	95%
	Standardised quality and consistency	70%	95%	
To devise a health and balanced meal plan	Percentage of menu meeting the national GDA targets for salt, fat, carbs, sugars, and label accordingly	70%	80%	90%
	Networking Group with Fellow YMCA Caterers	75%	85%	95%
	Secure supplier assistance / sponsor	75%	100%	

5.2.4 FAMILY WORK

- ▶ We currently work with about 8,000 children a year:
 - 350 nurseries/pre-schools
 - 7,000 children in parties
 - 350 in after school programmes
- ▶ Ofsted ratings are varied ; with 1 outstanding but 1 site requires improvement and 2 are satisfactory
- ▶ Occupancy, at all sites / provisions requires improvement
- ▶ Swanscombe development will significantly increase demand for children services on that site and YMCATG have already been offered the chance to expand
- ▶ Childcare policies/systems/curriculum still need to be integrated across the new YMCA
- ▶ New pupil premium funding for 2 year olds – needs to be explored (there are opportunities and risks)
- ▶ Nationally, social investment is being explored for existing childcare provider expansion to meet demand

Year 1 priorities

- ▶ To provide consistency in management of staff, including induction, supervision and training for all staff.
- ▶ Increase occupancy through improve marketing and communications
- ▶ To review, align and implement policies and procedures such that the department's paperwork is supported by a cohesive policy and procedure framework and not by a disparate collection of site specific ones
- ▶ To work towards ensuring all Self evaluations and Ofsted outcomes are at least Good
- ▶ Finalisation of SLA for Swanscombe and development of implementation plan
- ▶ Explore pupil premium opportunities

- Staff induction and training plans in place
- Regular quality audit programme in place including external input

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
Increase quality and consistency across all sites	Pupil premium maximised	Y		
	New programmes developed	Y		
	Policies and Procedures aligned & Implemented	Y		
	Self-evaluation rating	All good	All good	All good or outstanding
	Ofsted rating			All good or outstanding
Improved management and development of staff	Robust induction process developed and in place for all staff	100%		
	Department training plan devised and started to be delivered	Y		
Increase occupancy across all current sites	Marketing Plan in place	Y		
	Percentage occupancy for nurseries and preschools and after school care against maximum numbers	65%	80%	80%
	Number of children attending via the party provision	8,000	10,000	12,000
	Numbers for holiday schemes	400	500	600
Expand childcare offer on current sites	Swanscombe extension up and running	Y		
	No. of new Children's Services provisions	1 new	1 new	1 new

5.2.5 YOUTH WORK

- ▶ In the last year the youth work team have faced a number of funding and staffing issues which had a negative effect on morale. Plans are well under way to recruit new staff, develop a new leadership team and to get the service back to delivering quality youth work services across the various areas and in line with funders, commissioning and key partner's contracts. There is a lack of leadership within youth services and limited infrastructure.
- ▶ The current youth offer needs refocusing on the core services and outputs required by the funders. Services are provided but quality needs improving.
- ▶ London Borough of Havering are floating off their youth service and YMCA TG are in a good position to take this over
- ▶ The current income for the youth work department comes from a range of sources but each is under pressure and will be unlikely to fund the work in the longer term (the next 3 years). A new model of income generation needs to be explored to ensure the longevity of the service. Securing long term funding is an issue. Funding around youth work is more patch-work at present and there is a reduction in funding for youth work across the country. Need to create a sustainable model
- ▶ Apprenticeship funding is quite profitable – could be used as a training facilities
- ▶ Youth work needs to more effectively link with all departments
- ▶ We have good space that other agencies and potential partners may want to make use of
- ▶ Internationally – many of the areas that we work in have large migrant/refugee populations. Our links with the YMCA international community are good and work needs to be done to maximise this opportunity on a number of fronts

Year 1 priorities

- ▶ Three credible bids to be submitted to relevant funders to secure existing /expand with new services. Five credible bids in
- ▶ Recruit a Youth Services manager Recruit youth manager and skills development of team
- ▶ Develop and deliver a skills development programme for the staff team

- ▶ Review current policies and identify gaps in policy portfolio Review and development of policies and systems
- ▶ To develop a new and engaging youth programme to ensure increased attendance, usage and outcomes
- ▶ Remain fully involved in the Havering float-off process

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
Secure funding for the future of youth work	Pupil premium maximised	£100k	£150k	£200k
Leadership recruitment, staff development and infrastructure	Appoint youth services manager	Y		
	Review of current policies and work to fill any gaps	Y		
	Deliver staff training and development programme	Y		
Develop a full youth offer	No. of young people engaging within dedicated youth work	200	300	400
Remain fully engaged and involved in the Havering youth work float off work	Review documents and briefs when available. Make informed decisions about applying to manage the provision	Y	Y	

5.2.6 CORPORATE SERVICES

- ▶ The merger has had a large impact on the department and this will continue to be a key focus for year 1.
- ▶ Corporate Services is made up of HR, Finance and IT.

HR

- ▶ Post-merger the staff team has grown from 150 to 230 but central resource hasn't grown to support this
- ▶ Policies and procedures are in place and followed, however, there is not an integrated system across various sites and data needs to be centralised and databases need upgrading to enable HR to provide an improved service
- ▶ There is limited induction and performance management in place, particularly linked to business plan
- ▶ Clarity is needed on training and where it sits and how it works across the organisation
- ▶ HR Processes are not universally understood by all managers and staff members. Clarity and training needs to be given with regards to roles and responsibilities of HR and department managers.

Year 1 priorities

- ▶ Setting up and implementation of new HR system
- ▶ Development of departmental KPI's to include sickness, turnover and appraisals
- ▶ Review of HR resourcing requirements to ensure HR are adequately resourced to meet the HR needs of the Association
- ▶ Development and implementation of an association wide corporate induction programme
- ▶ Review and develop performance management to integrate business plan

- Key policy development
- Put in place a leadership and training programme linked into performance management

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
Develop a high quality HR infrastructure (systems, policies and people)	Implementation of new HR system	Y	N/A	N/A
	No. of staff reporting that the service from HR is good or excellent	80%	85%	90%
	Staff having had a an annual work review	90%	95%	100%
	No. of HR policies developed /reviewed	30%	60%	100%
To have highly skilled and motivated employees at all levels of the organisation	No. of staff reporting managerial support is good/ excellent	70%	75%	80%
	No. of staff reporting that they think TGY YMCA is a good place to work	70%	75%	80%
	Annual staff turnover	8%	7%	6%
	No. of days taken off due to sickness	4%	3%	2.5%
	No. of new staff receiving an induction	100%	100%	100%
	No. of staff have received statutory and mandatory training	100%	100%	100%

Finance

- ▶ Internal processes are good and compliant, however, they are in some cases slow and inefficient
- ▶ Finance needs to be more engaged with other departments - supporting and assessing business models and getting greater ownership for finance across the organisation
- ▶ Need to consider roles and responsibilities across the team to ensure roles are streamlined and efficient

Year 1 priorities

- ▶ Implementation of new SAGE system and coding/reporting structure
- ▶ Implementation of in-house payroll system
- ▶ Provision of financial training for managers
- ▶ Review of staffing structure and responsibilities
- ▶ Development of finance KPIs

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
To have one high-performing financial system in place	Percentage of department heads reporting that the financial data provided helps them understand their business area more effectively	80%	85%	90%
	Percentage of Department Heads reporting that Financial data is accurate and provided in a timely manner	80%	85%	90%
	Percentage of Board/ committee members reporting that the financial data that they are provided with helps them understand the performance of the Association	80%	85%	90%
To provide an excellent in-house payroll function	Number of payroll errors reported annually	35	30	25
To increase finance skills and at department level	No. Finance training session run during the year	2	2	2
To have a high performing, fit for purpose finance department	Receipt of unqualified audit report	Y	Y	Y

IT

- ▶ There is now an integrated server and new website in place but still working through merger issues
- ▶ In general, there is very little downtime and helpdesk function is working well
- ▶ An intranet would support communication and efficiency
- ▶ There is a lack of in-house expertise on both existing software use and new and emerging products.
- ▶ Children's services need improved software

Year 1 priorities

- ▶ Review all software packages in line with department needs and assist in bringing about improvement and upgrades
- ▶ Review hardware requirements on all sites, develop a rolling upgrade and budget accordingly to put in place replacement plans as required
- ▶ Work with Comms. to review intranet opportunities
- ▶ Completion of server and software integration across all sites

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
To deliver a stable and reliable IT platform (software and hardware) for all sites that supports business plan needs	No. of hours of downtime during peak periods (annually)	25	20	20
	Percentage of staff satisfied with service	70%	75%	80%
	No. of average helpdesk calls per week	20	18	15
Completion of review of hardware and software requirements across all sites	Percentage of staff reporting that they have the appropriate hardware to carry out their role effectively	75%	80%	85%
	Percentage of staff reporting that they have access to the appropriate software to complete their role effectively	75%	80%	85%

5.3.7 GOVERNANCE, QUALITY & COMPLIANCE

- ▶ Strong board but looking to recruit a new chair
- ▶ Board members on sub-committees needs looking at
- ▶ We have no young people on the board and no mechanisms in place for young people to feed into the board
- ▶ Quality across the whole organisation needs to be consistent and a central overview of all contracts is needed
- ▶ An audit committee has only recently been put in place and there is no audit plan
- ▶ There is a limited budget of £5k for internal audit

Year 1 priorities

- ▶ Put in place chair recruitment process
- ▶ Development and implementation of a 3 Year Internal Audit Plan
- ▶ Develop diary of calendar dates for all regulatory and contractual returns
- ▶ Development of internal quality assessment framework
- ▶ Merger integration achieved

Objectives and Targets

Objective	Indicator	Targets		
		2016/17	2017/18	2018/19
Recruit a new, high quality Chair	Chair in place	Y		
Improve internal scrutiny	3 Year Internal Audit Plan developed and implemented	100%	100%	100%
Ensure compliance with regulatory and contractual requirements	Diary of regulatory & contractual requirements developed	Y		
	Requirements met		100%	100%
Improve quality of delivery across the organisation	Develop internal quality assessment	Y		
	KPI's developed for Board, Committee and Departments	Y		
	Service user surveys identify % 'who would recommend us to a friend'	Y		
	Quality Improvement Plans Developed	50%	100%	100%
Merger integration achieved	Merger Integration Plan delivered upon & completed	Y		

5.3.8 MARKETING AND COMMS

The impact of marketing and communications has improved but that there has been no clear strategy to date.

- ▶ There is a lack of leadership and skills and resources gaps in some areas and marketing and communications is not embedded across the organisation
- ▶ Social media in particular needs to be developed which is important as we are a young people's organisation
- ▶ Capacity is limited so processes and tools need to be developed to empower and support managers to understand and do more
- ▶ New brand is now in place but more work is needed to roll out and cascade down
- ▶ Both children's services and health and wellbeing have identified a specific need for marketing support

Year 1 priorities

- ▶ Resolve the leadership issue
- ▶ Establish regular minimum level of support across all organisation
- ▶ Development of a marketing toolkit for non-marketing staff
- ▶ Develop and implement an annual promotional plan
- ▶ Development of membership and retention strategy
- ▶ Involve young people in development of social media and trial a campaign
- ▶ Phase 2 brand roll-out and website

Objectives and Targets

Objective	Indicator	2016/17	2017/18	2018/19
Establish a strong marketing and communications leadership and develop infrastructure	Leadership in place	Y		
	Strategy in place	Y		
	Membership & Retention plan in place	Y		
	Review sales resourcing and ensure appropriate measures in place	Y		
	Nos. of users across the organisation	Increase of 20%	Increase of 30%	Increase of 50%
Embed marketing and communications throughout the organisation	Growth in marketing metrics (press coverage; website hits)	Measurement tools in place (to tie in with SLAs)	20%	50%
	Marketing Toolkit for non-marketing staff	Y		
	Jointly owned service level agreements (SLA) in place	H&W plus additional needs & juniors Children's Services	Youth Work Catering Housing	Review
	Brand roll out complete	External Signage Uniform Web review	Vehicle Livery Internal Signage	Review
Significantly grow our social media presence and use it to drive product marketing	Growth in social media metrics (tbc)	3 Social media posts per day	4 Social media posts per day	85%
	Social media campaign involving young people	Campaign delivered	2 campaigns deliver	85%
	No. of users coming to us via social media	10%	20%	Review

5.3.9 FACILITIES

The merger has put a strain on facilities resources

- ▶ A number of systems are in place and we are strong at dealing with the reactive things but an annual plan is needed that will support resource allocation.
- ▶ Development plans are not always put together with the involvement of Facilities, when there is a building or maintenance requirement to the plans. This can lead to consideration not being given to the facilities implications of a project and the associated costs.
- ▶ Post-merger we are now working on an increasing number of sites, the current staff structure and roles do not in all cases lend themselves to the new way in which we need to work to ensure high quality service cross all sites.
- ▶ There are opportunities to integrate training into facilities work e.g. using apprentices/ residents/work experience for decorating etc.

Year 1 priorities

- ▶ Create and use cyclical work programme for year one and develop a 10 year cyclical plan
- ▶ Work with Department Managers to ensure that they are considering capital and maintenance requirements in their strategic growth plans. And offer advice and guidance with costs where appropriate to assist them with their proposals and budgets
- ▶ Identify site ops resources required in order to reduce contractor costs and meet demands of properties

Objectives and Targets

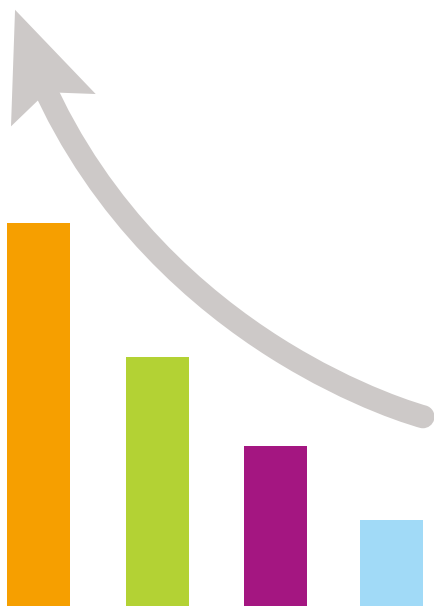
Objective	Indicator	2016/17	2017/18	2018/19
Create a fully costed cyclical work programme	Costed cyclical work programme in place	1 year plan in operation	10 year plan created	Review and update plan
Ensure that Department Heads are considering capital requirements in growth plans	% of Department Heads met with to discuss growth plans	100%	100%	100%
To have a facilities workforce that can meet all demands	Reduced costs of contractor works	10% reduction	10% reduction	10% reduction
	Greater efficiency and reduced void room days	7 days	6 days	5 days
	Average number of days taken to respond to general maintenance requests through the job ticket system	5 days	5 days	5 days

6. Financial Plan

6.1 Business Plan Financial Summary

A 3 year financial plan is attached to the Business Plan as an appendix.

The Financial Plan Shows income rising from £4.7m in 2015-16 to £5.6m in 2018-19, and with projected surpluses rising from a forecast of £116k in 2015-16 to £240k in 2018-19. This will put our projected surplus in 2018-19 at 4.3% of turnover. A capital plan is also included showing the expected expenditure on capital items over the same period. A full commentary accompanying the budget is included in the appendix.'



6.2 Performance measurement

Our performance measurement will be undertaken through our KPI Dashboard system.

Each Dashboard has two basic dimensions:

- ▶ Tracking progress towards meeting our objectives (efficiency and competence); and
- ▶ Measuring our charitable impact (effectiveness).

The longer-term results of all our activity will be improved outcomes for young people and our communities.

We have set clear indicators and targets for each of our objectives, and we will measure progress against these in a variety of ways.

In addition to the more quantitative measures, a process of gathering and sharing stories will help the organisation focus on outcomes more effectively. The stories will be identified through Departmental meetings and one selected as being particularly illustrative of the outcome. The stories will focus on results in terms of changes for young people and communities.

Reporting format

All measurements will be reported in a Dashboard which summarises at a high level both outcome and efficiency information.

6.3 Assumptions and risk

The key risks for delivery of the strategy have been identified as:

- ▶ Completion of the Romford site master plan: two risks are associated with this. Firstly, there is a risk that our desire for growth takes resources away from the essential needs to refurbish and sustain existing accommodation. Regular monitoring of the plan will allow early identification of areas that are at risk of non-completion, and re-prioritisation may be required. Secondly, there is a risk that we cannot raise the necessary capital funding to realise this plan. A full capital campaign strategy will be developed, taking into account the current economic climate and the threats this poses and opportunities it opens up to charities.
- ▶ Shift to a stronger young people focus: the main risk associated with this is that staff fail to “buy in” to the notion of repositioning work through a youth lens, and that the shift in focus has a negative impact on finances (as youth work is traditionally quite a drain on resources). The development of a clear position and messaging around our shift to young people will take place in year 1, and this will include staff consultation and an internal communications plan. The funding mix is suitably broad to safeguard against a negative impact on finances, and a new youth programme will only be developed if funding can be found.
- ▶ **Speed of growth:** this is an ambitious strategy for growth, but there is a risk that growth occurs too quickly and the infrastructure can’t cope with the change. A regular review and evaluation cycle will be put in place for all plans, allowing managed growth and identification of potential infrastructure issues.
- ▶ **Accommodation revenue:** housing financial targets have been based on an assumption that government housing reforms will not affect revenue. If this is not the case then targets will require review.
- ▶ **Branding:** the new brand roll-out is dependent on the national brand implementation plan, and any lag in this will need to be adjusted for within our plan.
- ▶ **Commissions:** there is a risk that local authorities don’t buy in to our plan and don’t engage with us politically or through commissioning our work. This will be minimised by careful analysis of their priorities and the development of relationships.



7. Conclusion

Set against the background of a tough economic climate, with cuts to funding and increased demands on our services, and in the context of YMCA England's Movement strategy, YMCA Thames Gateway Group's 2014-2019 business plan represents an ambitious but achievable strategy for sustainable growth, and one that marks a step change in the charity's development. Over the next five years we will see our impact and influence grow both locally and nationally as part of the Movement.

We will extend our reach into new geographical areas, build on our provision across all five work areas, and, most importantly, transform more communities, enabling more young people to truly belong, contribute and thrive.

Get Involved. Join the
transformational community.

To find out more about us visit
www.ymcatg.org

To discover more about the YMCA globally
www.ymca.int

To find out more about us call
01708 766211

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YMCA

YMCA enables 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.