



YMCA
YORKSHIRE COAST

Strategic Plan 2023/24-2028/29



YMCA

Here for young people
Here for communities
Here for you

Communities on the Yorkshire Coast will have access to the essential building blocks for a full and rewarding life

Our Vision

Our Purpose

YMCA believes in fairness and opportunity. There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities. Many young people have never known these things; other people have lost one or more as they grew up, but we all need them.

All of us.

At YMCA Yorkshire Coast, we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community.

Our Values

**We Seek Out, We Welcome,
We Inspire, We Speak Out,
We Serve Others**



Message from our General Manager

Our first post-COVID strategic plan is an exciting period of recovery and growth

YMCA Yorkshire Coast is an amazing and inspiring organisation that I am proud to lead.

We have been on a journey of change and transformation and overcome some serious challenges during the pandemic.

Our new five year plan outlines our goal for our organisation and strengthens our commitment towards establishing a stronger flourishing community where all people can belong, contribute and thrive, This will enable us to ensure a sustainable future for the YMCA and develops our charity further to make positive differences in the lives of many people.



Liam Downey
General Manager

Everyone should have a fair chance to discover who they are and what they can become





Fundraising efforts not only bring in vital funds but also provide a platform for our communities to come together

We love to see the difference we can make. We run a venue that allows partners to either showcase those efforts or to develop skills. Whether that is in the theatre or in the community hub.

We also run our activities and produce our own productions. This not only provides training in specific skills but also soft skills and wraparound care. We use a person-centred approach.

Volunteering is a big part of our organisation, especially in the theatre. We ensure that volunteering is not just about giving your time but also about learning soft skills, developing employability skills and/or having access to a social life.

We are creating accepting, welcoming and inspiring environments for people to work, play and learn.

Our latest new project Camp Sandcastle is going from strength to strength, now boasting a waiting list and over 3,000 places a year.

Our First AGM awards evening celebrated the achievements of our community members, as well as the talents of young people in Scarborough



Priority 1: Community & Youth

We will expand our Children and Youth Working provision

We will support volunteer journeys and development

We will continue to support the arts and the development of the industry

We will continue to provide a sustainable Theatre Project ensuring that remains an enviable community led project

Goal 1.1 - Provision

We will expand our children and youth working provision with the aim of tackling deprivation on the coast.

We will ensure our provision is youth-led, working with partners to get maximum impact.

We will continue to be a place young people can feel safe.

We will become a place that young people can come to get help, and that our staff know where to signpost

Goal 1.2 - Community

We will ensure that volunteers are involved in all parts of the organisation and that they have a voice.

We will offer qualifications or skill development opportunities.

We will work will ensure volunteers are given as much as they give.



Goal 1.3 - Arts

We will work with partners in the arts to create interesting and impactful arts projects.

We will support arts companies and projects that align with our values and purpose.

We will continue to drive the high standards of YMCA Productions in both its youth work and performance bases.

Goal 1.3 - Theatre

We will ensure that the theatre's high standards are maintained through management and increased resourcing.

We will ensure the theatre is for our community.

We will ensure that the young people or community members are at the heart of decision making in the theatre.

Priority 2: Sustainable Charity

We will ensure we are working towards rebuilding and maintaining our reserves at a safe level and then reinvesting our surpluses to make an impact on the communities we are here to serve.

We will investigate and implement a housing offering in line with our charitable objects.

We will need to grow in order to survive, this will allow us to achieve economies of scale.

We will use advice from federation partners to ensure that services that make a difference to our bottom line are optimised and sustainable.

Goal 2.1 - Housing

Introduce a housing offering to ensure we are fulfilling the “Safe Home” building block. Housing will also ensure that we have another income stream to help the organisation be sustainable into the future.

This will take stages of learning, planning, funding, implementation and reflection.

We will also need to employ the right person(s) to drive this goal forward.

Goal 2.2 - Reserves

The trustees have designated funds for our absolute emergency savings. The rest is free reserves. It is our policy to keep six months of reserves in case of a shortage of income.

We will be working to rebuild and maintain reserves at this level. As we grow we need to ensure that our reserves are projected to remain at six months.



Goal 2.3 - Federation

We believe that working together is the way forward. Our trustees and senior leadership team will be learning from our federation partners and ensuring the continued professional development of our teams.

Our teams need to be in the forefront of new initiatives, ways of working and regulations.

Goal 2.4 - Growth

We are here to get on for the benefit of our beneficiaries. Growth means more impact, more income streams and allows us to achieve economies of scale.

Growth must not be to the detriment of our existing services and the senior leadership team will need to carefully plan and risk manage new services.

Priority 3: Demonstrate

We will make sure we know exactly what our impact is and shout about it.

We will ensure we are reinvesting into our buildings and programmes to maximise the delivery of our mission.

We will be measuring ourselves on our ability to provide one or more of the basic building blocks to young people and our community.

We will identify needs and find funding streams to provide a service.

Goal 3.1 - Impact

We will ensure that monitoring and evaluation are a normal part of every work day. Every project and programme will have a monitoring plan.

We will be able to tell our stories to anyone who asks, as well as publish the impact on our website.

We will identify enterprise projects which must make a profit towards our bottom line.

Goal 3.2-Promote

We will publicise evidence about our impact. We will have a presence at events, programmes and parades. We will be out and about to ensure that we are known.

We will be proud of what we do, we are here because we provide a vital service. People need to know that.

We will speak out about what is right.



Goal 3.3 - Measure

We will use the Building Blocks as the driving force for new projects.

We will use the Building Blocks to measure our success. Every mission project will be delivering one of the Building Blocks to our young people or our community.

Goal 3.4 - Funding

We will accept that some projects will need external funding.

We will use funding carefully to avoid damage to our young people, community and reputation should the funding end.

We will ensure every project delivers against a need that we identify and has a follow on plan if the funding ends.

Find out more about YMCA Yorkshire Coast at:

ymcayorks.uk

**We love to tell people our story and
to listen to others**

**Friends from other parts of the YMCA movement are
always welcome to pay us a visit**



Registered with
**FUNDRAISING
REGULATOR**

YMCA

**Here for young people
Here for communities
Here for you**

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.

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE