

Achieving the vision

Summary of the Business Plan for 2010–2015

Vision

For every young person to develop to their full potential and for local communities and individuals to achieve.

Mission

To develop the whole person: body, mind and spirit.

Values

To protect, to trust, to hope and to persevere.

Protect

Trust

Hope

Persevere

Strategic goals: Core services

1 Supported Housing

We will be an innovative and key provider of a range of housing and accommodation support options – offering safe choices, high quality information, advice and guidance to enable young people to overcome homelessness and worklessness and progress towards independent living.

We will know we are successful:

- When we have fully integrated our housing support services with our learning and development provision.
- When we are the provider of choice for homelessness and worklessness commissioning bodies for young people in Derby and Derbyshire.
- When service users can articulate what makes the YMCA special.

2 Learning and Development

We will be a principal provider of training, education and employment services and opportunities to help young people overcome barriers to success. We will also offer high quality bespoke training programmes for the business community.

We will know we are successful:

- When we have fully integrated our pre-employment training provision with our housing support services.
- When we are the provider of choice for the YPLA and the business community for training, education and employment services.
- When we have achieved national recognition as a centre of excellence for our innovative programmes that are proven to help young people overcome barriers to success.

3 Children's and Young People's Services

We will endeavour to provide safe and nurturing environments and services for children and young people while encouraging them to develop self-confidence and an appreciation of healthy lifestyles.

We will know we are successful:

- When we are the provider of choice in schools and communities of excellent services for children and young people.
- When we are recognised as an accredited provider of quality training in our region for workers with children and young people.
- When no-one is denied access to our programmes and services due to an inability to pay.
- When more children and young people are participating in YMCA Derbyshire's programmes and services.

4 Sustainable Community Development

As a grassroots organisation, we will research and develop sustainable programmes in partnership with our communities to meet identified needs.

We will know we are successful:

- When we are the provider of choice across Derbyshire to meet specific needs identified by ourselves, by our partners or by policy makers.
- When we have established an integrated Campus-style project in five population centres.
- When we have integrated our core services into each of our localities.

Strategic goals: resource services

1 Our people

We will recruit, equip and retain extraordinary staff members and volunteers – committed, talented and resourceful people. As an employer we will aim to become an extraordinary developer of employees, volunteers and the workplace. We will create a culture that supports personal growth and on-going professional development.

We will know we are successful:

- When people want to work with YMCA Derbyshire and feel empowered, recognised and valued.
- When we have established a core integrated staff and volunteer training programme based on our values and four areas of operational excellence.
- When we are recognised as a centre of excellence for staff training and professional development within our sector.
- When the training programme empowers staff and volunteers to take control of their own learning.

2 Funding and income

We will cease to be grant-reliant to help our organisation sustain development through diversification of funding streams.

We will know we are successful:

- When our social enterprise activities enable YMCA Derbyshire to serve the community without being grant-reliant.
- When YMCA Derbyshire is the number one choice with our funding stakeholders
- When YMCA Derbyshire has a donor base enabling added value to core services.

3 Marketing and image

We will expand awareness through the communities we serve as an organisation and communicate our services effectively to develop the whole person in mind, body and spirit – while reaching out to the hardest to reach through our core areas of delivery.

We will know we are successful:

- When our branding and marketing has achieved a recognised balance between national recognition and regional leadership and is acknowledged as highly relevant to our local communities.
- When all YMCA Derbyshire staff members are equipped, informed and competent in interpreting and sharing our story with all communities, service users and stakeholders.
- When we celebrate our successes and our partners and stakeholders can describe the value that YMCA Derbyshire brings to the communities we serve.

4 Facilities / Technology

YMCA Derbyshire recognises that quality facilities are a valuable community resource for providing and enhancing services that deliver our mission. We will, therefore, develop and implement plans that ensure that all YMCA Derbyshire facilities and technology are available, designed, maintained and effectively supported for all.

We will know we are successful:

- When staff, volunteers and service users are all able to make full and safe use of our premises and systems.
- When we have achieved external recognition that our facilities embody and promote our values and fully serve the needs of all those we work with.
- When all those we work with have equality of access and provision regardless of ability, preference, origin or background.

Operational outcomes

By 2015 we will be...

- Delivering a range of housing options offering safe choices and routes into employment, education and training for homeless people.
- Providing high quality information, advice and guidance enabling those working towards independent living to make effective choices about learning, career and lifestyle.
- A quality-assured, customer-focused organisation advocating on behalf of young people affected by homelessness issues – supported by robust data collection systems that aid informed representation.
- A principal provider of literacy, numeracy and vocational training to enable the people of Derby and Derbyshire to achieve economic wellbeing.
- A principal provider of bespoke training programmes for the business community.
- An enterprise zone and support hub for young entrepreneurs and start up businesses in deprived areas.
- A principal provider of high quality, integrated children's and young people's services available to all.
- A provider with an excellent record of retaining both the children and young people who participate in our programmes and also our related stakeholders and partners.
- A provider with a demonstrable record of sustaining and growing its high quality services for children and young people.
- The recognised conduit between supported housing, employers and training and skills agencies in regards to the worklessness agenda.
- A recognised leader in the field of integrated and needs-based provision across Derbyshire
- Recognised as a first port of call for the provision of integrated support based on respect for our values base.

Resource services outcomes

By 2015 we will be...

- A leading employer encouraging and enabling team members to reach their full integrated potential through an established core training programme based on values and our four areas of operational excellence.
- A leading Christian based organisation for housing, training and children and young people enabling volunteers to reach their full integrated potential through an established volunteer programme.
- A provider of quality facilities offering valuable community resources and delivering our mission.
- A provider with effectively assessed, designed, maintained and supported technology for all.
- A well branded, well recognised, effectively marketed organisation.
- An organisation with a balanced funding portfolio between public, private and voluntary income streams.

2015

Protect >> Supported Housing

Our vision: We will be an innovative and key provider of a range of housing and accommodation support options – offering safe choices, high quality information, advice and guidance – to enable young people to overcome homelessness and worklessness and work towards independent living.

Trust >> Learning and Development

Our vision: We will be a principal provider of training, education and employment services and opportunities to help young people overcome barriers to success. We will also offer high quality bespoke training programmes for the business community.

Hope >> Children's and Young People's Services

Our vision: We will endeavour to provide safe and nurturing environments and services for children and young people while encouraging them to develop self-confidence and an appreciation of healthy lifestyles.

Persevere >> Sustainable Community Development

Our vision: As a grassroots organisation, we will research and develop sustainable programmes in partnership with our communities to meet identified needs.

YMCA Derbyshire is a Christian charity committed to helping young people particularly at times of need, regardless of gender, race, ability or faith.