

Strategy 2018+ Beyond

Changing and enhancing more lives

WHERE ARE WE NOW

ANNUAL TURNOVER

£9M+

CASH RESERVES

£1M+



WORKING WITH

30,000

YOUNG PEOPLE
AND ADULTS
EVERY YEAR

ACHIEVING AN AVERAGE SURPLUS
OF **1%** OF TURNOVER



ASSETS VALUED AT

£10M+



SUPPORTING A FAMILY OF

24 YMCA'S IN

14 LOCAL AUTHORITY AREAS
SPREAD ACROSS THE NW & YORKSHIRE

OUR KEY STRATEGIC CHALLENGES

CHALLENGE 1 - BE VIABLE & SUSTAINABLE CREATING A SOLID FOUNDATION TO SUPPORT FUTURE GROWTH

HOW WE INCREASE OUR ANNUAL SURPLUS FROM

1% TO 2% OF TURNOVER

WHILST OUR SUBSIDIES DECLINE AND OUR
OVERHEADS CONTINUE TO INCREASE

HOW WE MAINTAIN

£1.2M+

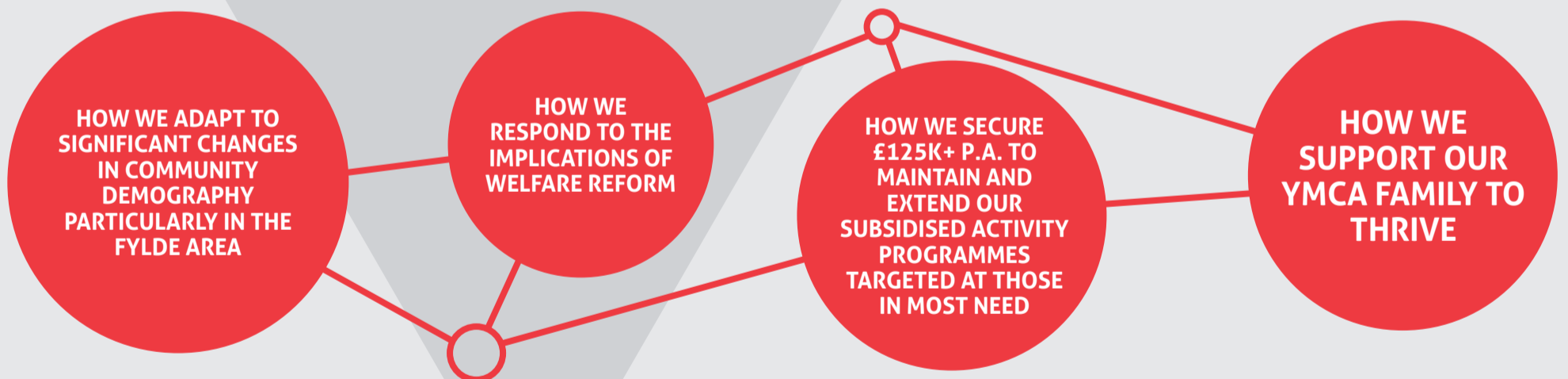
OF CASH RESERVES THROUGH A
PERIOD OF SIGNIFICANT INVESTMENT

HOW WE RAISE THE

£15M+

WE WILL NEED IN THE
NEXT 5-10 YEARS TO
REPLACE, IMPROVE
AND EXTEND OUR
PORTFOLIO OF YMCA
FACILITIES

CHALLENGE 2 - EXTENDING OUR INFLUENCE & IMPACT REMAINING A RELEVANT COMMUNITY BASED ORGANISATION THAT CAN INFLUENCE OUR FUTURE



CHALLENGE 3 - WORKING TOGETHER BETTER TO BE THE MOST EFFECTIVE ORGANISATION WE CAN BE

HOW WE FIND CAPACITY TO IMPROVE WHAT WE ALREADY DO
WHILST CHANGING AND ADAPTING FOR THE FUTURE

OUR VISION FOR 2018+ BEYOND



WE WILL INVEST
IN NEW
SUSTAINABLE
YMCA'S



WE WILL
INCREASE THE
YMCA PRESENCE
IN MORE
COMMUNITIES



WE WILL HARNESS
THE POWER OF THE
YMCA FAMILY TO
SUPPORT
OUR WORK

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WHAT WE WILL DO IN 2019 / 20

CHALLENGE 1 - BE VIABLE & SUSTAINABLE

- ▼ Deliver the new strategy for housing by reviewing the sustainability of the Supporting People model of operation, our existing housing asset base and by investing in new more appropriate property
- ▼ Ensure the new development at Lakeside achieves the Year 1 business plan projections
- ▼ Become more focussed on member retention supported by the introduction of a new membership model designed to improve family/junior usage and engagement
- ▼ Develop our health-based programmes so they become more sustainable and community focused
- ▼ Mobilise the recently funded Y:Youth programme in Lancaster and review the financial performance of the YMCA Lancaster building

CHALLENGE 2 - EXTENDING OUR INFLUENCE AND IMPACT

- ▼ Expand e-learning across the YMCA and to external clients
- ▼ Continue to develop our impact reporting methodology and data collection processes
- ▼ Develop the concept of Y:4 Life and start to deliver the programme in local schools

CHALLENGE 3 - WORKING BETTER TOGETHER

- ▼ Create Y: Services to support other YMCAs and provide an income stream that will improve sustainability
- ▼ Update and launch a new Safeguarding policy for the organisation
- ▼ Create a staff innovation fund to support projects that will help the organisation work together more effectively and efficiently
- ▼ Hold a staff conference to celebrate YMCA175 and reaffirm the YMCA ethos
- ▼ Introduce new operating software including, Crown, Staff app, Omni-ledger, Learn2swim and Gladstone 360
- ▼ Increase income from donations