



Central YMCA

Strategy 2021-24
Our Legacy & Future
Opportunity



YMCA

Our Strategy 2021-2024

Our strategy sets out what we will do and how we will deliver the following critical outcomes:

- To ensure **financial viability and long-term sustainability**
- To expand our **reach and impact**
- To ensure our services, programmes and products meet the needs of all sections of **our communities**
- To strengthen our foundation and advance the depth and breadth of our **own capabilities**
- To transform services and programmes through **technology**
- To collaborate with **other charities, local and national government**, and the **private sector to deliver shared goals**

Our strategic goals

<p>Strategic Goal 1 Health</p> <p>Community support for long-term health conditions, post-COVID recovery and resilience</p>	<p>Strategic Goal 2 Wellbeing</p> <p>Vibrant, safe spaces that offer wide ranging and inclusive programmes and services</p>	<p>Strategic Goal 3 Education</p> <p>A thriving offer and opportunity to learn and develop, including those with additional needs and significant barriers</p>	<p>Strategic Goal 4 Training</p> <p>Provision of commercial and charitable activities, developing skills leading to employment</p>
<p>Key initiatives</p> <p>Partner with statutory health providers.</p> <p>Expand programmes nationally.</p> <p>Partner with the NHS and local authorities providing innovative and collaborative programmes for long-term conditions and combatting health inequalities, loneliness and isolation.</p>	<p>Key initiatives</p> <p>Increase Membership.</p> <p>Increase Community programmes.</p> <p>Increase digital offer.</p> <p>Provide COVID-19 resilience and recovery programmes.</p> <p>Integrate Club and KX as a single unit.</p> <p>Enable diverse membership into Club and KX through a diverse range of offers.</p> <p>Provide support and programmes that enable positive mental health.</p>	<p>Key initiatives</p> <p>Position ourselves as a key partner in every locality where we have a strong presence.</p> <p>Extend our geographical reach.</p> <p>Increase reach through digital sales and delivery.</p> <p>Reach young unemployed people.</p> <p>Develop internal progression between Education and Training.</p>	<p>Key initiatives</p> <p>Increase partnerships with large employers.</p> <p>Increase brand strength in Awards.</p> <p>Diversify products in Awards</p> <p>Help improve quality of life through increased access to training and employment opportunities.</p> <p>Provide progression opportunities.</p>

Our activities

We will operate as a social enterprise and social business, and our major activities will continue to be:

- Operating the two Central London health and wellbeing spaces.
- Delivering health, wellbeing, education, and training programmes nationally.
- Providing regulated qualifications and end-point assessments to recognise occupational competence.
- Managing a strategic blend between income from public sector contracts, fund-raised income through grants and donations and earned income through membership and commercial services.

Our operational plan

To deliver this ambitions strategy, we will need to continue to focus on business development and opportunities the operating environment is able to offer. Some examples of how these opportunities will be realised can be found below:

- Capitalise on government initiatives aimed at young people and employability.
- Increase community programmes in the health and wellbeing goals, particularly connecting physical activity with mental wellbeing.
- Create agility in our organisational architecture, approaches, and processes to respond to the changing landscape.
- Increase our digital capacity and delivery options.
- Increase our income base including focusing on fund-raising and other untapped sources.
- Focus on impact that broadens our reach.
- Increase our profile through representation, social media, and contacts to develop partnerships.
- Capitalise on the YMCA brand and the opportunity it provides.
- Target private sector organisations who are looking to increase their reach and profile on diversity.
- Position ourselves with local government where we have a footprint; Greater London Assembly; Commissioners and Sector partners.
- Expand all our strategic programmes across all sites, where appropriate.
- Partner with commissioners to help people manage diagnosed conditions.
- Expand our programmes in areas where we do not currently have a footprint but where synergies are apparent.
- Offer tangible support to sector organisations who would benefit from our resources and positioning.
- Collaborate with others in the sector, taking a lead and/or acting as a delivery partner as appropriate.
- Grow the commercial business units to drive increased surplus.

Operating Environment

This is a challenging time and a perfect moment to create a path for the future, to ensure we continue the enormous privilege of leading this historic organisation.

Our values of being **brave** and **creative**, of embracing **equity** and **nurture** will provide the moral and social compass necessary in these times.

Our approach today will be to operate as an income-generating social business. In doing so, we will ensure we operate in a connected way across all our business units creating a flow for the people we work with to move through seamlessly, where opportunities are clearly apparent. Being creative in the way we expand opportunities across the organisation, making connections between health, wellbeing, education and training that enables people in pursuit of our Mission will be a key driver. To realise this, we will create a culture where everyone sees Business Development as an essential part of their role.

In resetting the agenda for Central YMCA, we also want to do more to reach out to those in society who would appreciate what we have to offer as well as those that are in many ways disadvantaged or not afforded these opportunities. We have a responsibility and a moral duty to play a strong and significant role in the localities where we have a presence, coupled with our expertise on **health, wellbeing, education, and training**.

Key drivers and areas where we could play a strong role in the immediate future are:

- Recovering from COVID-19, both physical and mental wellbeing through physical activity and community support.
- Developing and reskilling people, particularly young people and those who have been most impacted through loss of opportunity and employment during COVID-19 and beyond.
- Providing support to those who encounter barriers to progress and success.
- Supporting those looking to renew, improve and/or enhance their employment prospects or take a change in career.
- Positioning ourselves as a key partner in every locality where we have a strong presence.
- Actively encourage internal progression routes across all activities.

Conclusions

Central YMCA is in a strong position to create a future that can truly realise our ambitions. We have the capabilities in-house at the top level and are planning to get that working at all levels for us to deliver this ambitious strategy. To track our success, we will develop outcomes and impacts in the four strategic areas of health, wellbeing, education and training with clear measures and expected impact. These measures will be supported by programme-level evaluations, feeding into a comprehensive picture of our overall impact. Our framework will collect demographic data and be benchmarked nationally.