



YMCA
Tayside

Empowering Young People

Business Plan

YMCA Movement
est. **1844**



BODY



MIND



SPIRIT



SPACE

IMPACT

TRANSFORMATION

ENTERPRISE

LIFE SKILLS

HEALTH & WELLBEING

Helping young people build a positive future through their engagement in mind, body and spirit.





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Who We Are

YMCA Tayside is an inclusive Christian organisation, established in 1995, open to young people of all faiths and none, encouraging them to belong, contribute and thrive. Although part of an International movement that started in 1844, YMCA Tayside is autonomous and seeks to serve local communities by focusing primarily on the needs of its young people.

Our vision is to support young people to build a positive future through their engagement of opportunities that develop the mind, body and spirit. Our support is open to young people aged 8-25 and nurtures their progression and development by building positive, trustful relationships with the purpose of having "somewhere to go, something to do and someone to talk to". Our Youth Work services have a particular focus on young people who face multiple and complex barriers to economic, social and education inclusion.

Youth empowerment is at the heart of what we do by recognising young people's assets, experiences and the impact they can have on the world around them. We embrace young people's choice to become involved in the opportunities we provide through a needs led approach. Ultimately, we do things by and with young people, not to and for them.

Introduction

As we have grown over the years we have realised the importance of strategic planning, which is why we have spent time and effort into producing this business plan. We don't approach change as a threat but as an opportunity for greater agility, focus, innovation and efficiency.

Our vision is clear and our development goals are attached to a clear strategic plan, setting out how we aim to reach them. If you would like to support this vision in any way then we would love to hear from you.




Jill McGrath
Chief Executive

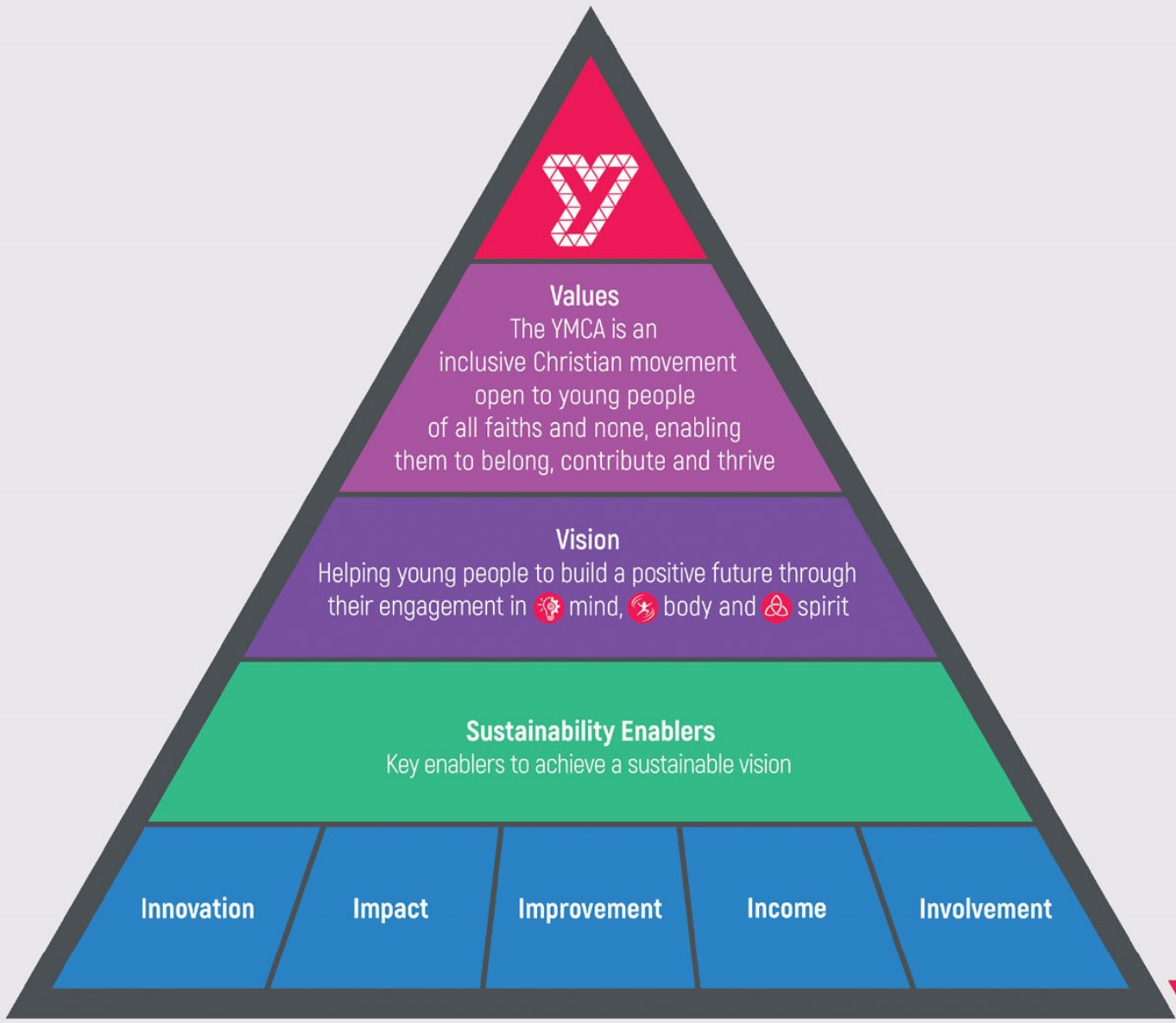


Dave Bremner
Chairperson

Our Vision & Goals

Keeping in line with the key elements of the YMCA, Mind  Body  & Spirit , the following pages outline our overall Values & Vision and our short and long-term goals around the themes of Innovation, Impact, Improvement, Income and Involvement.

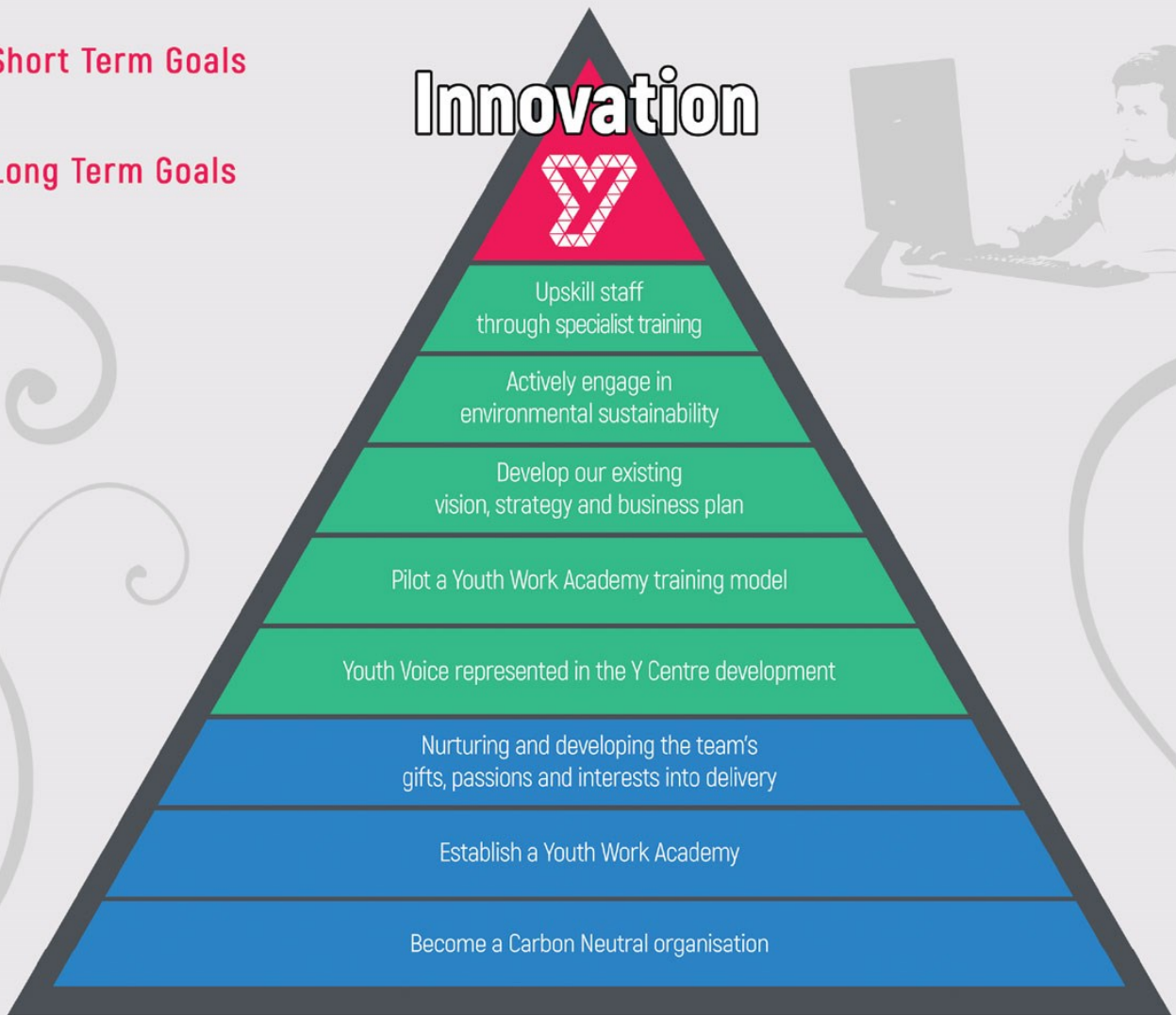
We will continually measure our progress and impact, ensuring we are on track. These goals have been set through consultation with the wider YMCA team including Staff, Board Members, Volunteers and Young People.



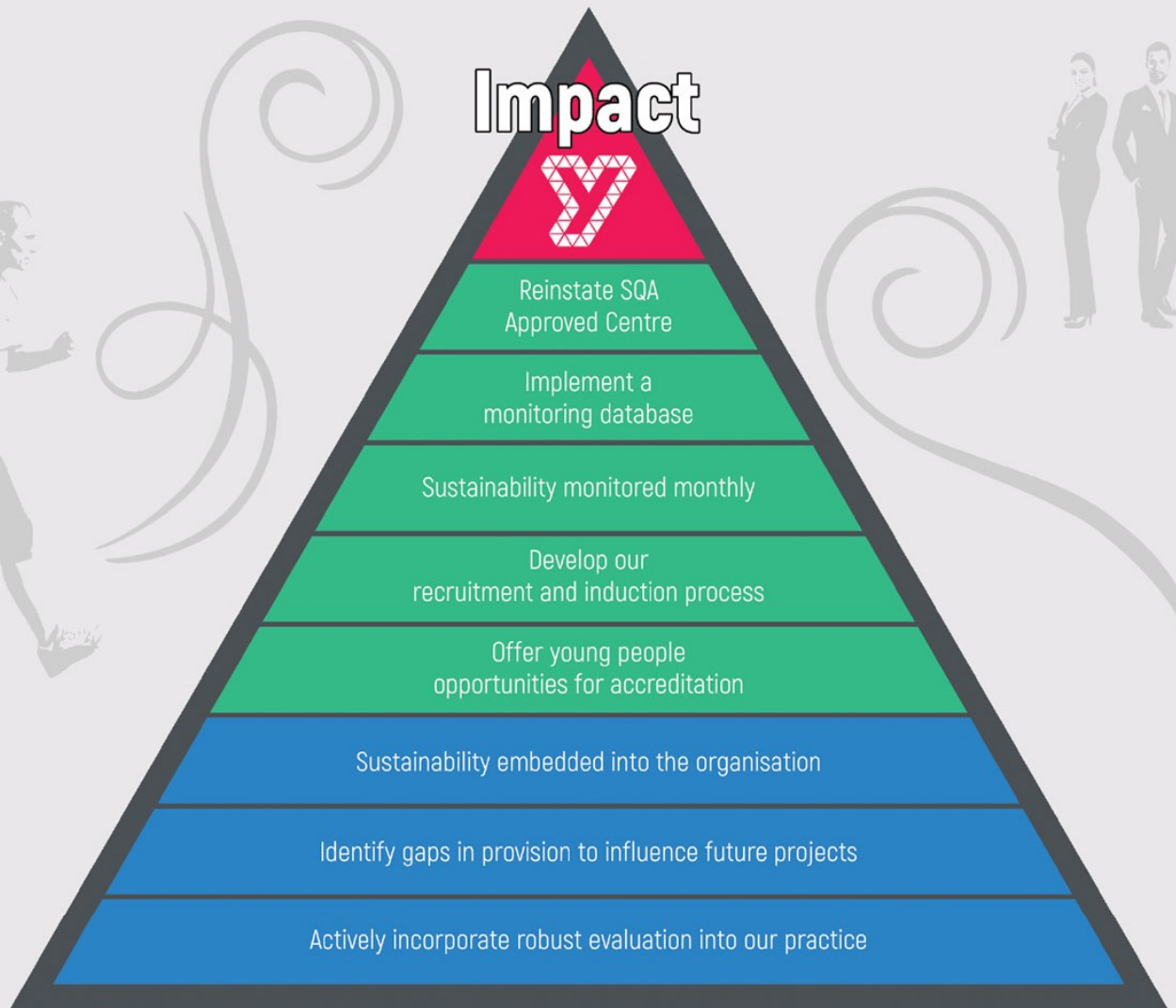
● Short Term Goals

● Long Term Goals

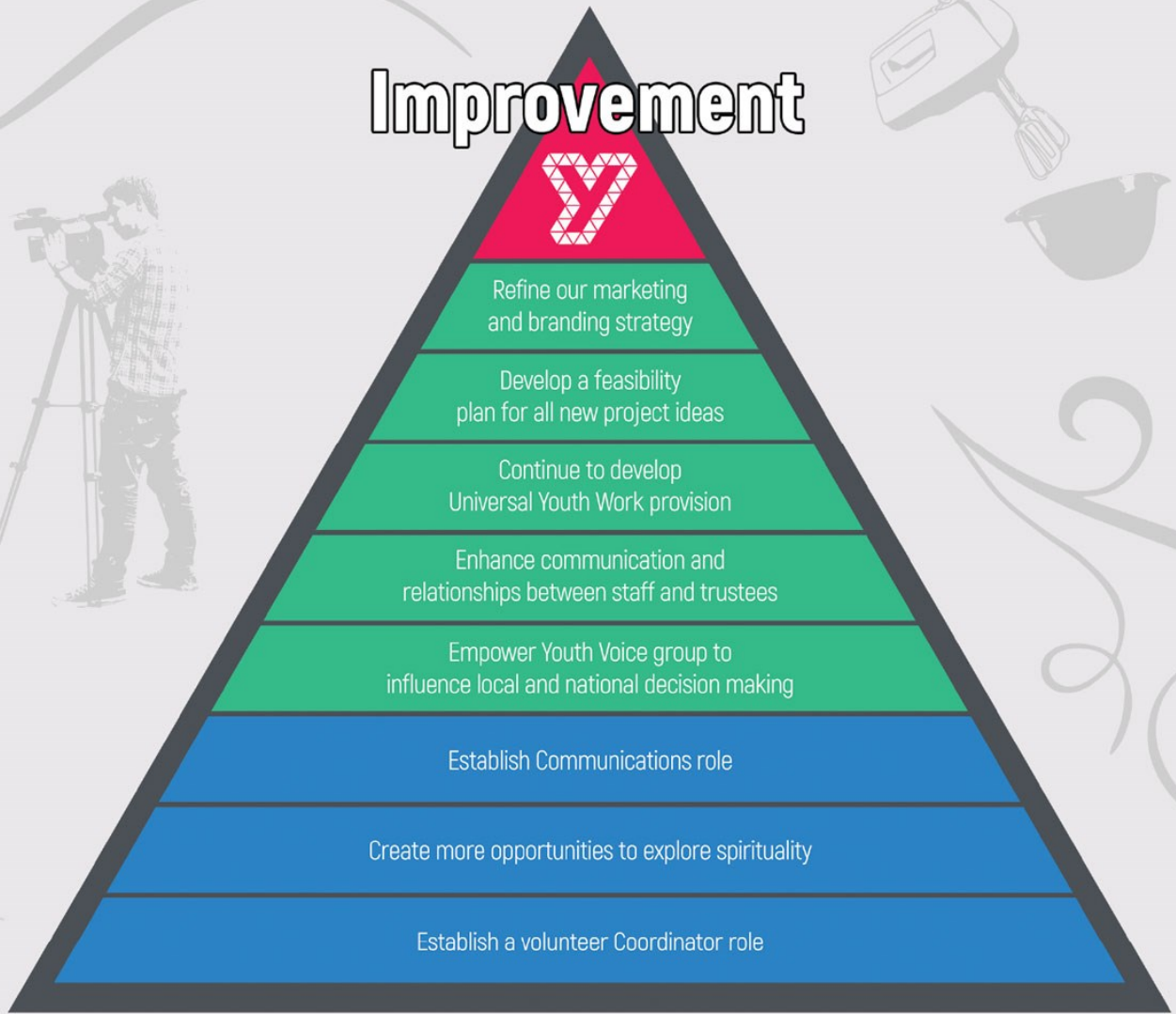
Innovation



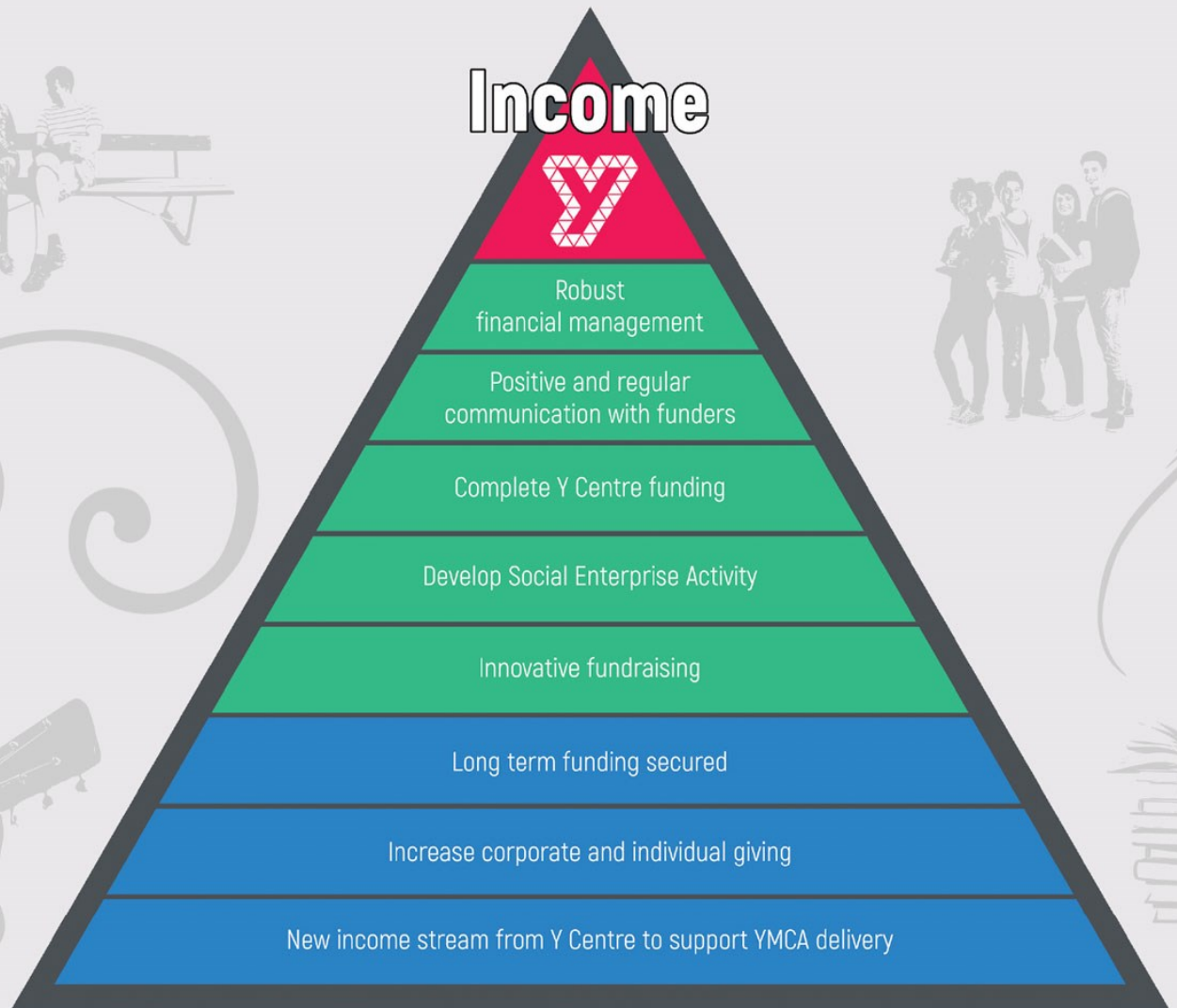
Impact



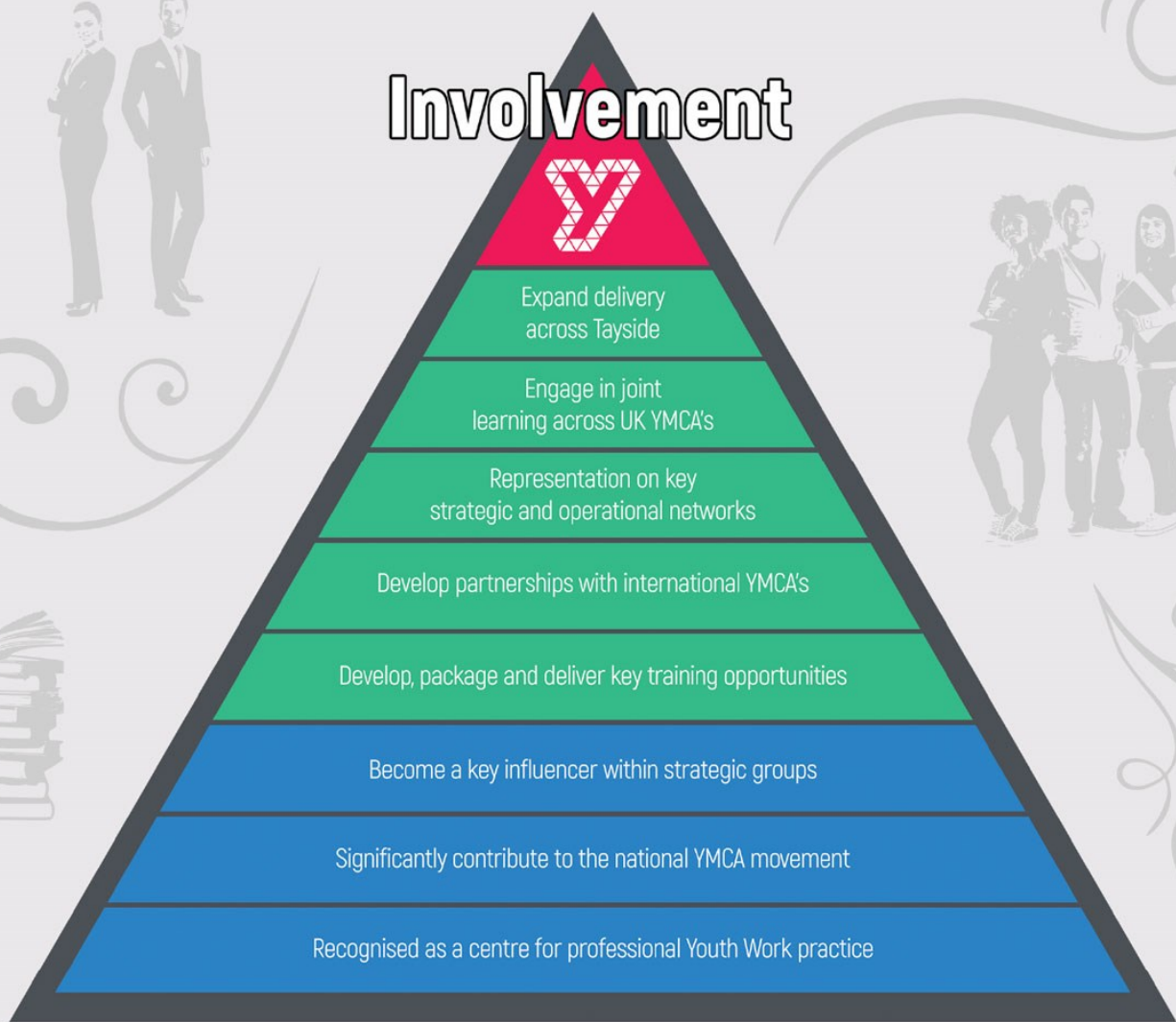
Improvement



Income

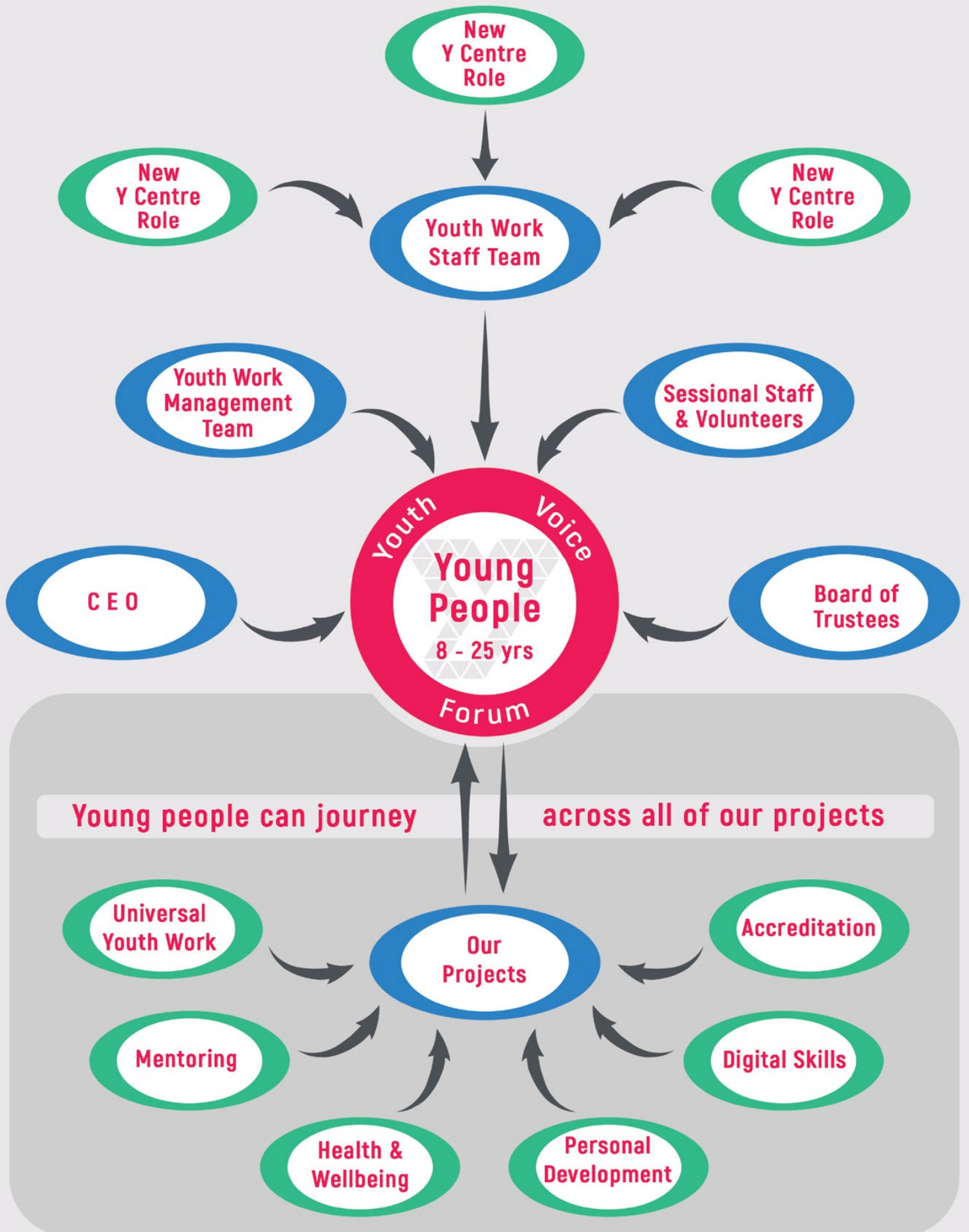


Involvement



**"...the YMCA really saved me and gave me a career."
Stephanie, 19 year old Care Assistant**

Organisational Chart



Best Practice

Partnership Working:

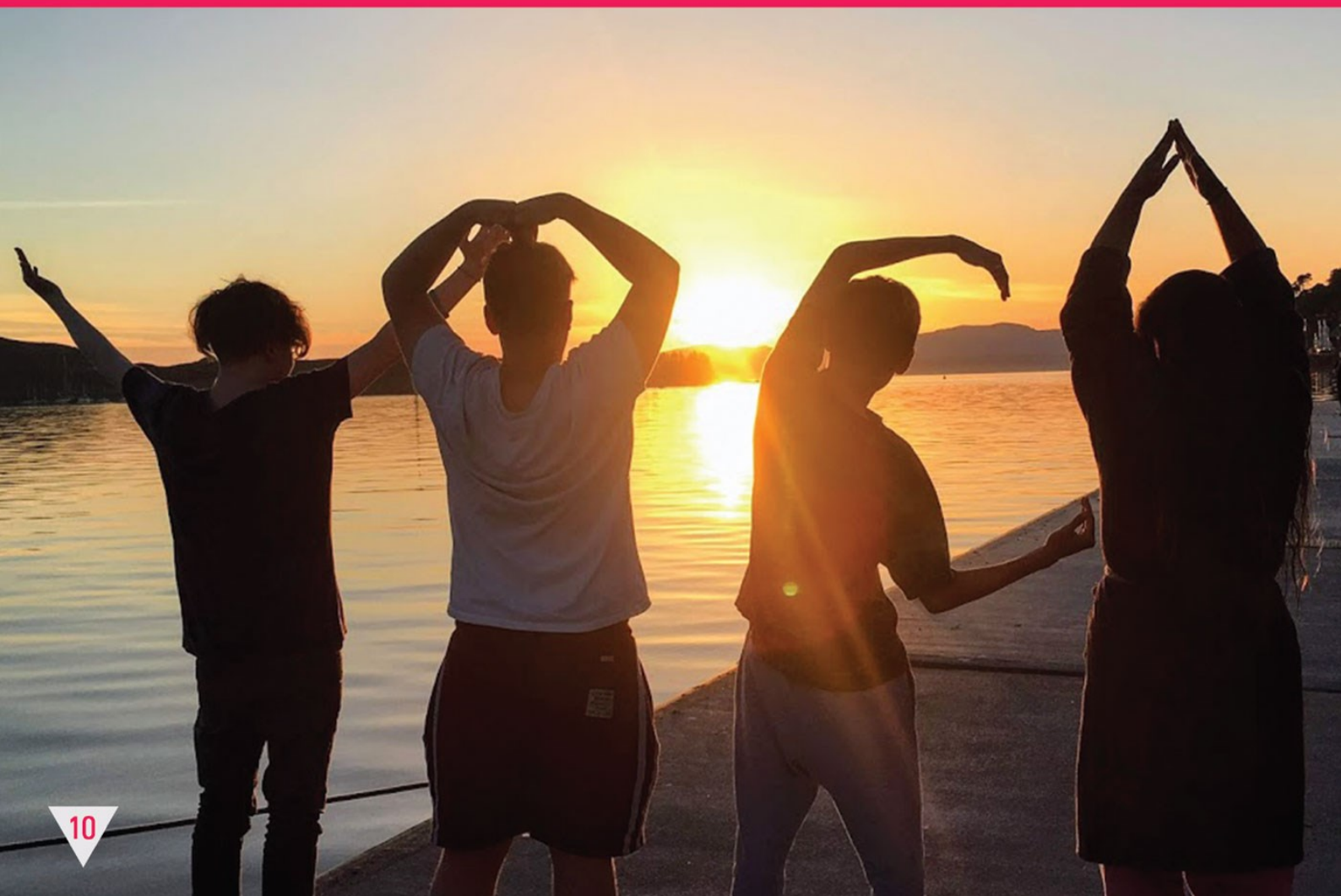
YMCA Tayside is part of the YMCA Global movement, the largest and oldest youth organisation in the world.

At a Local level we are a key partner in The Universal Youth Work Strategic Partnership funded by Perth & Kinross Council and The Gannochy Trust. We are active contributors on several strategic partnerships including The Children, Young people and Families Strategic Forum, The Perth City Action Partnership and Perth City Leadership Forum.

At a National level we have representation on both YMCA Scotland's Executive Board and the International Committee. We have been involved at both development and delivery stage of several programmes in partnership with YMCA Scotland, including Plusone Mentoring which achieved an extremely positive external evaluation by Dundee University. We have also been chosen as the only YMCA in Scotland to be part of a UK wide programme 'Y's Girls' with a focus on mental health for 11-14 year old girls, again this work will be externally evaluated.

At a Global level we have had representation on the World YMCA 'Global Young Leadership Programme' and also participated in the 'One Million Voices' research, which highlighted that young people across the world were most concerned about Health, the Environment, Employment and Civic Engagement.

We are an active member on the European Unify planning group and have hosted a leadership conference in Perthshire. We were invited to present two of our unique and innovative programmes at the YMCA World Alliance in Colorado and Thailand, where we shared our findings on Living Balance, the only Social Impact Bond to have been delivered in Scotland.





Communications:

We recognise the importance and strength gained in effective and regular communication with our key stakeholders and supporters. It is with this in mind that we produce a quarterly newsletter and connect with our broader YMCA community via social media platforms and continually refresh and update the website. We share our vision and stories with the wider community through press releases and our annual Charity Ball.

Operational:

Incorporated into a typical week are an allocations meeting, where all referrals of young people are assessed and allocated to a youth worker, followed by a weekly operational team meeting. Once a month the CEO leads a strategic meeting that ensures all staff are continually aligned with our overall vision and strategic goals. We have invested in case management software 'Hanlon', in order to track participants progress and conduct robust reporting on contracts and programmes.

The Health & Wellbeing of our staff team is a priority, with each individual actively encouraged to develop in the three elements of YMCA - Mind, Body and Spirit. Each staff member has an allocated budget for ongoing training and this is discussed at their bi-monthly management, support and development meetings with their line manager. All have the opportunity to access a reduced gym membership plan and often take part in our regular team challenges which have involved climbing Ben Nevis and canoeing the length of Loch Ness. Staff and young people also have the opportunity to participate in weekly Devotionals and Reflective sessions, all are encouraged to have an external mentor to meet for regular support.

Financial Stewardship:

As a local autonomous charity, it is imperative that we have a robust financial management system in place.

We prepare monthly cashflow analysis and yearly budgets which are reviewed and monitored at the bi monthly board meetings. We also provide finance updates to funders as and when required. We work closely with our accountant in order to track the live accountancy reports, ensuring the charity retains 6 months operational costs.



Universal Youth Work

YMCA Tayside Universal Youth Work is open to all young people aged 11 to 19. It is accessed outwith the school curriculum and although we have various interest groups, its purpose is generally not predetermined. Young people participate on a voluntary basis.

Our provision contributes to a range of important outcomes and achievements for young people, in particular health and wellbeing, educational attainment and employment.

On the ground this includes weekly Drop Ins in various communities that provide somewhere to go, something to do and someone to talk to. Our detached work reaches a different group of young people and is on their territory, usually on Friday and Saturday evenings. This is ongoing work in partnership with other organisations including Street Pastors, Community Wardens, and Police Scotland. Our Universal Youth Work is fully Funded by Perth & Kinross Council and The Gannochy Trust.

Personal Development

The YMCA believes that personal development is a key area in helping the young people that we work with. Over the years we have delivered a range of projects that have enabled young people to see a brighter future. The projects target the soft skills that will allow all who take part to move forward in their lives. Embedded within these projects we also include targeted qualifications in areas such as employability, career planning, community work, teamwork and independent living skills.

Our personal development programme has now been running at the YMCA since 2010 and has provided the young people with opportunities and challenges that have seen them go from having no aspiration to completing Degree courses at University. Young people have also received national awards for the community work they have completed.





Accreditation

Over the past few years, we have broadened our suite of accredited opportunities for young people. Partnering with Youth Scotland and SQA, we offer a range of awards through informal learning that ensures young people gain recognition for their work. The learning which takes place in achieving the awards is planned and structured with clear learning outcomes. It is characterised by a distinct methodology, clear curriculum content, and a strong, trusting relationship between the young person and the youth worker.

Accredited qualifications complement our other programmes, building confidence and raising aspirations which enhances the young person's employability opportunities.



Health & Wellbeing

Our Health & Wellbeing programme at YMCA Tayside offers a wide range of unique opportunities for young people to engage with, due to the staff expertise in Outdoor Education, Life Coaching, Mentoring, Personal Development and Fitness.

Opportunities available for young people include Walk & Talk, Creating Positive Change workshops, PX2 Developing Effective Thinking Skills, Creative Space, Personal Wellbeing Hub, Indoor/Outdoor Fitness, 1:1 Mentoring and Transformational Life Coaching sessions.

Each activity has a key focus on a specific area of wellbeing, for example mind, body and spiritual wellbeing. Within our activities we have worked hard to create a safe, brave and nurturing environment for young people to explore their own personal wellbeing and receive support and encouragement to reach their personal goals.





Mentoring



Our mentoring provision offers young people aged 8-16 volunteer community based mentors, who meet with them regularly to tackle identified risk factors, such as poor educational attainment and poor mental health. The youth work approach using our tried, tested and proven mentoring methodology has shown to have a huge impact. Young people have not only significantly improved their relationships but have also been open to new experiences allowing them to re-engage in learning.

Mentors keep the young person at the heart and forefront of the mentoring relationship whilst being supported by the YMCA in order to allow the young person to benefit from continuous and professional youth work input throughout their mentoring journey.



Y Xplore

Y Xplore brings together the increasingly well-known benefits of spending time in the outdoors, with our passion for youth work, delivering experiences that develop the mind, body and spirit. It capitalises on our location at the gateway to the Highlands, our capacity as an AALA (Adventure Activities Licensing Authority) licensed provider and our experience in delivering immersive outdoor experiences with our highly trained staff. With activity days and residential sessions, Y Xplore challenges and supports young people as they're encouraged to not only explore their environment but themselves.

Y Xplore encourages the young people to think differently and activities can be tailored to suit the needs of the group. This can range from physically demanding activities such as canyoning, canoeing and climbing to exploring the outdoors through personal discovery, wilderness therapy, life coaching and bushcraft.





Church Partnerships

Since 2012 we have been developing our model of church based youth work. All partnerships are developed from a needs led basis with local churches approaching the YMCA first. This ensures that the work has originated from the community, rather than us 'parachuting in' uninvited.

Working closely with the appointed church management team, we develop a plan and terms of agreement based on the vision and goals of the particular church and community. YMCA then recruit and employ the youth worker, having the experience, knowledge and expertise to support, develop and train the individual.

The wider staff team provides a shared learning experience and support to galvanise the new initiative.

Y Media

The Digital Technology industry is one of the fastest growing industries in Scotland. It is a key element in developing Scotland's future economy and our project aims to put young people at the heart of Digital Skills Development. Our aim is to become young people's point of discovery for digital opportunities in Tayside.

Our project brings a multitude of digital learning opportunities into one place and will be accessible to young people with a variety of different needs. We have developed innovative new courses to allow young people to enhance their own basic digital skills and gain valuable experience for exploring a future in the industry. Our learning opportunities include programming, film production, graphic design and 3D modelling with many more in development.



The Y Centre

These striking images show how our derelict church in Perth city centre will be transformed into a £3.7 million state of the art youth centre. Our ambitious plan for the 130-year-old St Andrew's and St Stephen's Church in Atholl Street is going to become a reality.

We bought the C-listed church in December 2000, and have always had a vision to create a safe space where young people can have "somewhere to go, something to do and someone to talk to" that provides meaningful opportunities to develop skills, build confidence and gain accreditation. The plans also include building four flats to support young people in the transition period from supported accommodation to holding and retaining their own tenancy.

'Youth Voice', YMCA's youth ambassador group, have been involved in the initial planning and interior design. It's crucial that we have young people involved at every stage of this development, we are great believers in doing things by and with young people and not to and for them.

These computer generated images reveal a vibrant multi-purpose area at the heart of the development. The Y Centre will become a flagship youth space for the city, designed specifically with young people in mind, that incorporates flexibility for social distancing.



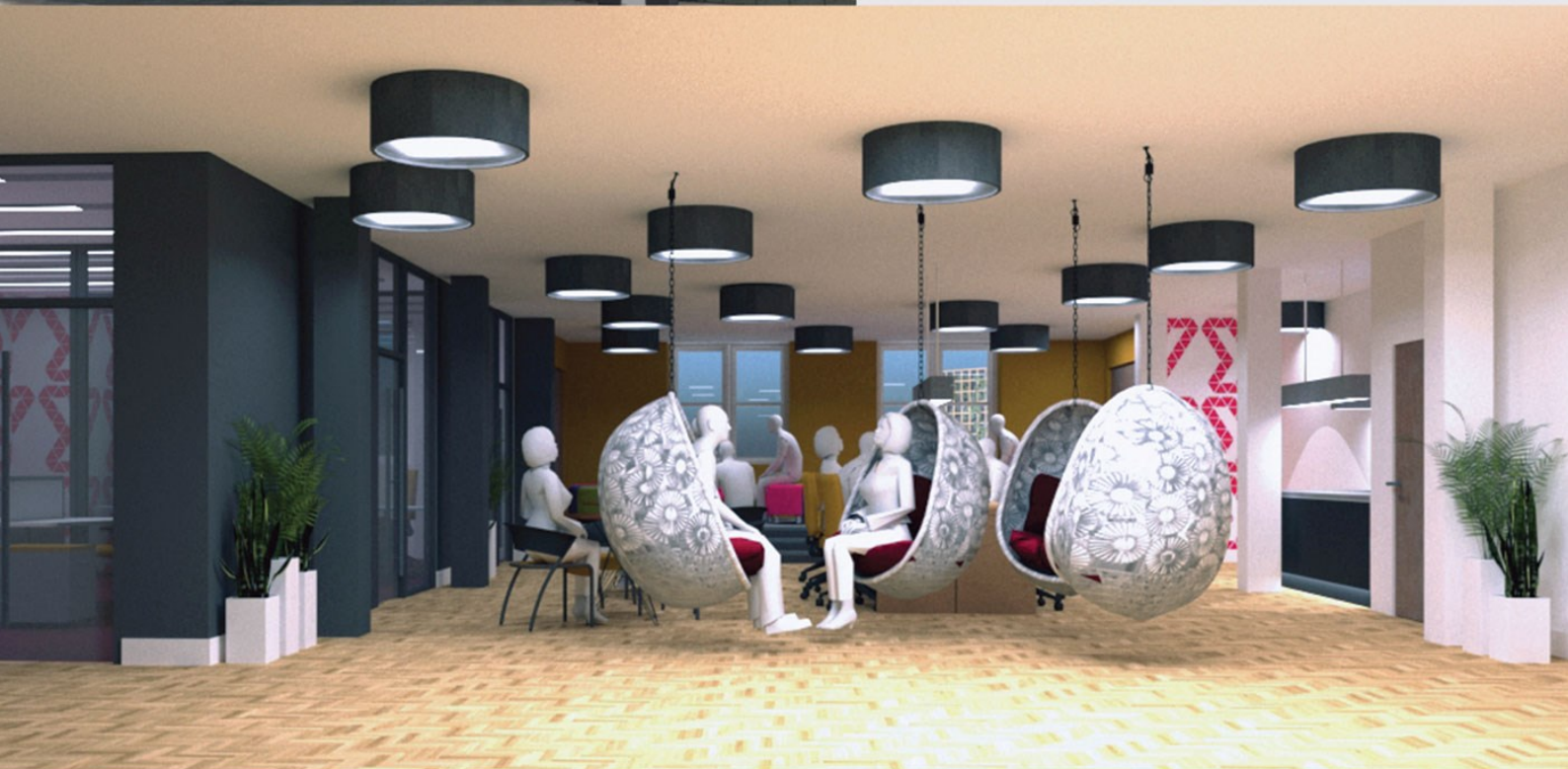
We have also incorporated space for a retail outlet, workshop and media suite to enhance our social enterprise activity. The central space in the development incorporates a flexible area that can be used for personal development courses, employability training and universal drop-in sessions. The Y Centre has areas that can be used by the community, private and third sector organisations for a range of conferences, meetings and events.

It also includes plans for a large kitchen for young people to gain valuable life skills whilst gaining accreditation. An outdoor courtyard area will provide opportunities for us to have raised beds for growing herbs and vegetables, furnished with up-cycled pieces of furniture that will be made by young people. We intend to preserve and save some of the internal features of the old church and have a team of young people recycle them into both beautiful and useful items.





The project was boosted by a £1.5 million award from the Scottish Government's Regeneration Capital Grant Fund in January 2021. This is in addition to the secured commitment from several charitable trusts for substantial amounts including The Gannochy Trust for £1 million, The Robertson Trust for £250,000, The Northwood Charitable Trust for £250,000 and Perth & Kinross Council for £100,000.



Since changing the direction of the project to retain the building and make full use of the space for the charity we have been amazed at the enthusiasm and encouragement we have received. We are extremely grateful for the generous grants committed but also for the continuing support and guidance given to help bring this project to fruition.

"We are delighted to support YMCA Tayside in the creation of what will be a fantastic facility for young people in Perth. The new centre will provide new and exciting opportunities, as well as enhancing the health and wellbeing of our young people."

Joanna McCreadie, CEO of The Gannochy Trust

Governance

Our organisational leadership is structured around being dynamic, competent and flexible. We are focused on and committed to our vision and values and are responsible for guiding the long-term direction of the charity. Our governance ensures regular comprehensive measurement of our strategic plan through bi monthly meetings with the board of trustees and monthly meetings with the staff team. This ensures our short term and long term goals will be delivered.

Trustees understand their roles within the organisation and their legal responsibilities to it, bringing a wealth of experience and knowledge to the charity. With backgrounds in Business, Law, Ministry, Military and the Third Sector.

"I once read, 'to be inspired, find something that's dynamic and get involved'. This has been my experience as a trustee. The work that the YMCA does in young people's lives is inspiring and I feel very honoured to be involved."

Christa Strickland, YMCA Tayside Board Member





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Thank You
Young People, Volunteers,
Board of Trustees, Partners
& Funders.
Without You
This work would not be
possible!



University of Dundee



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MENTORING

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