



# YMCA CREWE

## Strategic Plan 2022-2027

Version: FINAL, for APPROVAL

### What we will achieve

- Expand our Housing Services
- Expand our Reach
- Build Community
- Grow our People
- Diversity of income

### Through

- Data led decision making
- Investing in our people
- Expanding and investing in our volunteers
- A Healthy Mind for all
- Fully using our Spaces
- *Increasing our Social*

## Introduction

*Welcome to the YMCA Crewe Strategic Plan for 2022-2027*

*Building on the success of previous strategies, we, the Trustees, SLT and Team Leaders, have taken the opportunity to look to the future and be bold in our thinking to inform our strategic priorities for the next five years.*

This document outlines the choices we have made and the strategic enablers to deliver our vision.

## Executive Summary

### Vision and Purpose

A strategic plan supports the purpose and vision for an organisation. Through our strategic review process the Trustees and SLT, took the opportunity to assess our Vision and Purpose against our aspirations and needs of our stakeholders.

The process highlighted some areas where our Purpose and Vision does not reflect our aspirations. A summary of the gaps and discussions can be found in the Appendix. The discussions will continue between the SLT and Trustees.

For the purpose of this strategic plan, we have assumed the following:

We are an inclusive Christian organisation who strives to enable **better lives** and **better futures** for people in our communities by providing **high quality housing, safe spaces, and personal support**.

We work collaboratively to support the strengths of people as they make the **transition to independence**, while further engaging and supporting children and families to **feel connected** in the communities that they live.

### Strategic Goals

Looking to the future, and being bold in our thinking, we have identified FIVE strategic goals, the 'what', for YMCA Crewe over the next 5 years:

1. Expand our Reach
2. Expand our Housing Services
3. Build Community
4. Grow our People
5. Diversify Income

Our strategic and operational decisions, wherever possible will support our goals.



### Strategic Enablers

Our goals are underpinned by six strategic enablers, the 'how':

1. Data led decision making
2. Invest in our people
3. Expand and invest in volunteers
4. Healthy Mind for all
5. Fully use our Spaces
6. *Increase our Social Enterprises and Partnerships*

These enablers support better decision making to expand our housing services.

By fully utilising our spaces and increasing our social enterprises and partnerships we can extend our reach, build community, diversify our income, and grow our people.

By investing in our people, and our volunteers, including their mental wellbeing we enable the creativity, problem solving and solutions to extend our reach and build community.



	Expand our Reach	Expand our Housing Services	Build Community	Grow our People	Diversify our income
Data Led Decision Making	✓	✓	✓	✓	✓
Invest in our People	✓	✓	✓	✓	○
Expand and invest in Volunteers	✓	✓	✓	✓	○
Healthy Mind for all	✓	✓	✓	✓	✓
Fully use our Spaces	✓	✓	✓	○	✓
Increase our Social Enterprises and Partnerships	✓	✓	✓	✓	✓

These six give a balance between activities to diversify and increase income, which will enable investment in our People and the expansion of our reach.

### Next Steps

1. Assess the gaps
2. Finalise the plan, assign outcomes and accountabilities
3. Put the measures in place
4. Deliver outcomes

## Our Strategic Plan

### Contents

1. Our Strategic Goals
2. Our Strategic Enablers
3. Our Gaps
4. Our Plan
5. Measure and Evaluate
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## Our Strategic Goals

Each of the strategic goals that makes up our vision clearly contributes to what YMCA Crewe can achieve.

### Expand our Reach

In both geography and services we offer.

From expanding geographically, to adding a range of mental health services to support our people, our volunteers, and our residents.

### Expand our Housing Services

Whilst maintaining our high-quality accommodation we will increase our housing stock, through partnerships, relationships with private landlords and creative solutions.

We will expand the range of Housing and Welfare Services we offer to residents, landlords and authorities, becoming a respected service provider.

We will evaluate a longer-term expansion into high need housing and rent to buy.

### Build Community

At the heart of the YMCA is a community, whether it is those who use our spaces and services, our residents, our people, or our volunteers. We believe that connection to community is important, especially for families and those with children.

### Grow our People

Investing in growing our people, our staff, our volunteers, and our residents, enables better lives and better futures. It empowers the transition to independence which is at the core of what we do.

### Diversify our Income

Broad based income streams reduce the risk and enable a greater level of investment in the services we offer. Our social enterprises and partnerships expand our reach and create the financial security and stability to continue our work.



## Our Strategic Enablers

Our six strategic enablers are detailed in the Appendix, with the exception of *Increasing our social enterprises and partnerships*. Each has a set of measures which will ensure focus and success.

1. Data led decision making
2. Invest in our people
3. Expand and invest in our volunteers
4. Healthy Mind for all
5. Fully use our Spaces
6. Increase our Social Enterprises and Partnerships

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### Data led decision making

Evidencing the social return of our investment demonstrates the impact of volunteering and on those that benefit. We invest heavily in our community (over £1m), we have an obligation to ensure we invest wisely.

Using data and insight, we will be more intentional in our choices and will build the confidence to take well considered risks.

*Measures: SROI, decisions supported by data and insights*

#### What it is

- Valuing and using good data as a reference point for decision making

*More details can be found in the Appendix*

#### What it isn't

- That we become driven by data and not by needs

### Invest in our People

We attract the right people to the right roles, and they want to stay.

We provide an environment where our people feel supported and valued. A place where difference is celebrated, and everyone feels comfortable to be their true selves.

Our people are fully engaged and proud members of YMCA Crewe, they appreciate the investment in training and skills to overcome their gaps and to meet their aspirations.

*Measures: Retention rate, time to fill roles, evidence of empowerment, seen as being an employer of choice*

#### What it is

- Proactively grow our own talent
- Embrace diversity and listen to our people
- Right person, right role, right attitude

*More details can be found in the Appendix*

#### What it isn't

- One size fits all
- A check box exercise

### Expand and Invest in our Volunteers

Our services are enhanced by a team of enthusiastic, committed volunteers who are recruited, and trained through a dynamic and robust process.

Our volunteers will enable us to expand our services and reach, whilst growing within their roles and meeting their goals for personal development.

With support and mentoring from a volunteer manager, our volunteers will be proud to make a difference.

*Measures: Application, appointment, and retention. Volunteer hours contributed. Annual surveys (NPS) and tracking their own objectives.*

#### What it is

- A great volunteer value proposition, focused on their motivations
- Recruit reliable, skilful, flexible, and diverse volunteers
- Create a social environment for volunteers so they feel part of the team

#### What it isn't

- Quantity over quality. Accepting unsuitable volunteers because we need numbers
- Plugging gaps that should be filled by staff. Volunteers carrying out inappropriate tasks

*More details can be found in the Appendix*

### Healthy Mind for All

We provide an environment where all staff, volunteers and service users feel fully supported with respect to their health and wellbeing. There are beautiful green spaces for staff, service users and the local community to enjoy and all service users have access to, or are enabled to, enjoy time away.

YMCA Crewe is seen to make a significant contribution, bringing about positive change through education and campaigns, and working in partnership with others to enhance service and plug gaps.

*Measures: Staff turnover and absence rates. Levels of trained mental health first aiders. Number of people accessing statutory mental health services, distance from a green space.*

#### What it is

- Looking after and prioritising the health and wellbeing of our staff, volunteers, and trustees. Including a positive work life balance
- Offering support and guidance to residents

#### What it isn't

- Overstretching our resources
- Unclear boundaries
- Following the trend, not leading it

*More details can be found in the Appendix*

## Fully Utilise our Spaces

We optimise the use of our spaces, both general and accommodation, whilst constantly improving the quality of the physical buildings and environments we manage or own.

We increase the capacity we have for all age users, and explore services we can undertake in other people's buildings.

*Measures: Utilisation and turnaround rates, increase in space available and level of usage. Carbon neutral status.*

### What it is

- High quality, well maintained and high usage of our spaces. Those that use them are proud to be there
- Creating community through our spaces and how they are used
- Be part of the change, our spaces are 'green' and target Carbon Zero

### What it isn't

- Not investing in our stock
- Empty spaces and meeting rooms
- Only used for or by residents, who feel entitled

*More details can be found in the Appendix*

## Increase Social Enterprise and Partnerships

Creating social enterprises which benefit YMCA Crewe, our people and those that use our services, using our skills, assets and talent whilst generating medium to long term diverse income streams.

Recognising, targeting, and effectively managing partnerships which enhance and expand our services whilst staying true to our purpose and vision.

*Measures: SROI, Utilisation rate, cost benefit of partnership*

### What it is

- Carefully considered and data led decisions for investment in social enterprises
- Strategic partnerships which enhance and expand our services

### What it isn't

- A proliferation of partnerships which become unmanageable, and which do not support our strategic goals
- Risky investments in poorly considered social enterprises

*Interpreted, these definitions need to be challenged and expanded.*

## Making it practical

We looked at the Interconnections, undertook a gap analysis between our aspiration and where we are now, and this has led us to a plan of action, with measures and the resources we will need for our success.

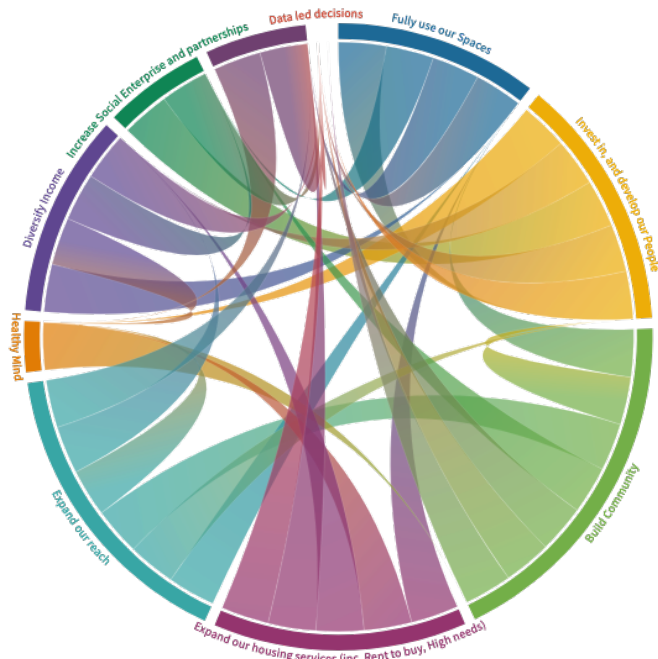
### Interconnections

An assessment of the interconnections between our **five strategic goals** and the **strategic enablers** highlights the ability **to build community** as a **significant contributor** to our overall success

Closely followed by **expanding our reach**, **expanding our housing services**, and **investing in our people**.

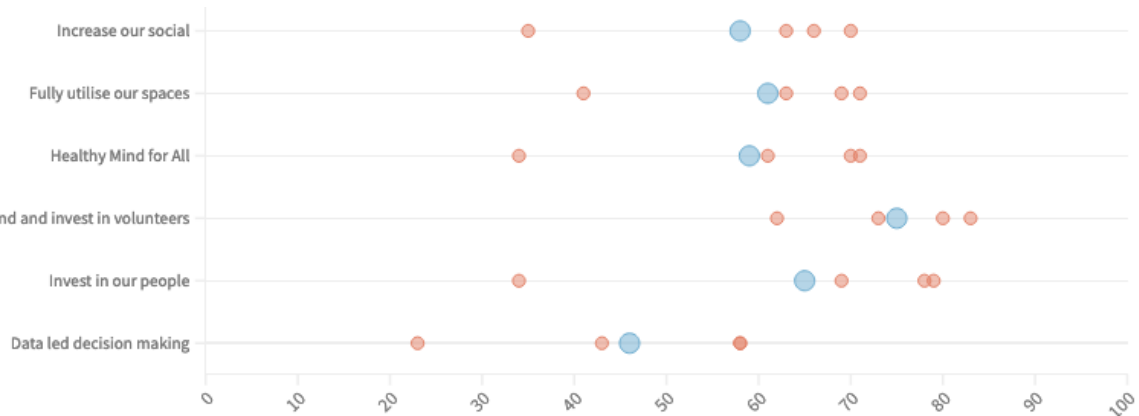
These will improve our ability to make **data led decisions** and ensure that a **healthy mind** is in place

*The graphic to the right shows the interconnectedness. The bigger the presence on the outer ring, the more impact the activity has.*



### GAP Analysis

Focusing on the six enablers, we undertook a GAP analysis of how well our current activities fit the definitions of what 'good' looks like (100), or not (0)



With a high level of consistency across the SLT, the average, shown in **blue**, reinforces that **data led decisions** has the most work to achieve. Our strongest area is **expanding and investing in our volunteers**.

These results will change as actions are completed and their impact is felt and we will sanity check on a regular basis.

## Strategic Plan

*'To fail to plan is to plan to fail'*

Having prioritised the enablers based on the scale of GAP we created a strategic plan for the next two years, detailing the outcomes we will create quarter by quarter.

See the separate plan for the details.

By its nature, this plan will adapt to the opportunities and challenges that we face.

## Effort map

The map highlights where the team plan to spend their time over the next two years.

Size = number of actions within each goal over the next two years.



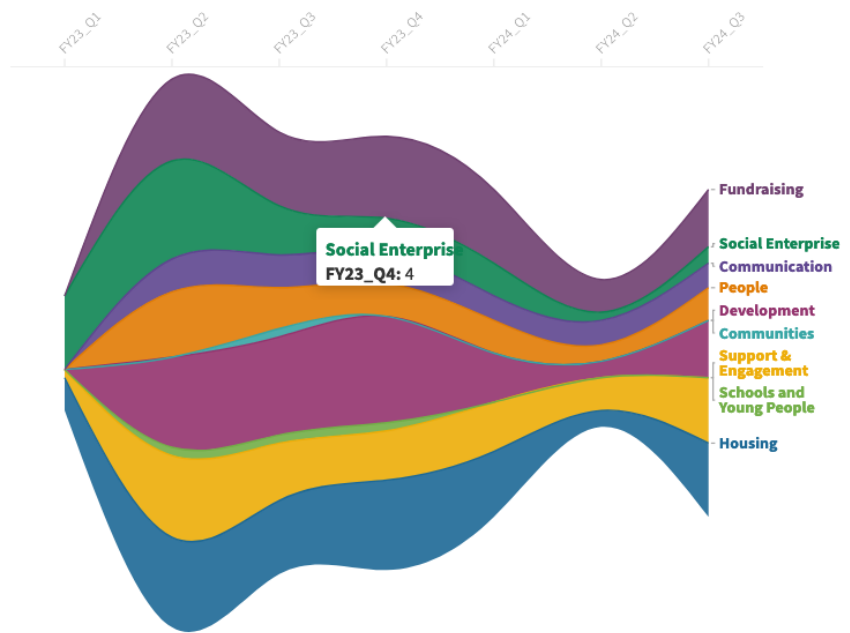
### Load on the teams

A load assessment looking at the the quarter by quarter load on each team shows a high level of upfront activity.

The activity is maintained through the next four quarters.

Some teams are looking for backfill to support delivery.

*Size is based on number of actions by quarter.*



### Measures for success

Will follow once agreement has been reached with the trustees

## Budget / Resource Implications

To achieve the strategy, we have identified places where investment will be required.

Many relate to additional headcount (four), or the backfilling of existing team members (two). Capital expenditure is requested for improvements to existing properties and the expansion to new.

What the funding is needed for	Request	When
<b>Goal 1:</b> Maintain high quality accommodation and expand our housing services (both within and beyond Crewe)		
<b>Priority 2.</b> Improve green spaces and outside areas at Gresty Road for resident wellbeing <b>Ask:</b> Cost of artificial grass and outdoor furniture (may be covered by CEC) and the budget to start on courtyard area=	TBA	FY23/24
<b>Priority 3:</b> Increase local housing stock through new partnerships, relationships with private landlords, investments from reserves and creative solutions <b>Ask:</b> 2 more one-bed flats for Ignition, each year	TBA	FY23/24
<b>Goal 2:</b> Invest in users of our accommodation services		
<b>Priority 2:</b> Sustain and improve our engagement offer <b>Ask:</b> Ongoing funding for both a Health & Wellbeing Coach and E&E Coach,	£60K per annum for both	FY23
<b>Goal 3:</b> Expand our community services (both within and beyond Crewe)		
<b>Priority 2.</b> Further work with schools, building on relationships begun through Education Packs project <b>Ask:</b> Funding to support the potential backfill of BP and LC to support this activity	TBA	FY23/24
<b>Priority 4:</b> Recruit Community Project Worker <b>Ask:</b> To support the delivery of community services	£30K per annum	FY24
<b>Priority 5:</b> Research opportunities for new community projects in the Cheshire East area <b>Ask:</b> Seek grant funding for new projects, which may require an additional coordinator	TBA	FY23/24

What the funding is needed for	Request	When
<b>Goal 6:</b> Enhance and expand our services through volunteers		
<b>Priority 2.</b> Appoint Volunteer Manager to recruit reliable, skilful, flexible, diverse volunteers	£30K per annum	FY23/24
<b>Priority 5.</b> Develop internship programme with local universities <b>Ask:</b> Funding to backfill LC role with a part time comms assistant,	est £12K a year	FY23/24
<b>Goal 8:</b> Make decisions based on data and insights		
<b>Priority 1.</b> Appoint a Head of Development and Data, or expand existing role to cover	Est. £5K per annum	FY23/24
<b>Goal 9:</b> Diversify our income		
<b>Priority 4:</b> Use our skills, assets and talent to grow social enterprises that will offer opportunities to services users and income to the organisation	Seed funding profit est. at £25K	FY23/24
<b>Priority 11.</b> Work with other agencies using our Registered Provider status <b>Ask:</b> Possible backfill for BP, to give space to pursue this	Backfill for BP to give space	FY23

## Appendix

These appendices contain the detail behind the choices we are making, the discussions and how we have chosen the priorities we have.

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## Our Purpose, Vision, Values and Goals

YMCA has an existing Vision which serves as its Purpose, Mission and Values.

### Our Vision

*Why we exist*

Better lives and better futures for young people and communities.

- By **beginning the end** of the **homeless experience**, one person at a time.
- By **working with the assets** of young people as they make the **transitions to independence**.
- By **engaging and supporting** children and families **staying connected** in the places they live.

### Our Mission

*How we will achieve our vision to deliver our purpose.*

YMCA Crewe is a Christian charity that responds to the local need by **creatively investing** in **people's lives** and the **community** through all our projects, including **housing, learning, family support** and **working with children**.

### Our Values

*How we do what we do*

YMCA Crewe values the unique potential of all people, a can-do approach in our staff and volunteers and the Christian basis of our organisation.

We believe:

- That each person has **unique potential** and **skills** to be **explored** and **developed**.  
*We embed this belief in our work with people, staff, and volunteers.*
- We believe that a **'can do' approach** is critical for **facilitating change** in the lives of young people. *We foster and nurture this attitude in our work with young people, staff, and volunteers.*
- We believe in the **Christian basis** and **mission** of the YMCA. *We exemplify and embed Christian ethos in our organisational practice and in all we do.*

### Fit for Purpose

As part of the strategic process, we asked members of the SLT and Trustees how well the existing vision fits the reality for YMCA Crewe, highlighting the need to update it to reflect our aspirations. We have used the following for this document:

We are an inclusive Christian organisation who strives to enable **better lives** and **better futures** for people in our communities by providing **high quality housing, safe spaces, and personal support**.

We work collaboratively to support the strengths of people as they make the **transition to independence**, while further engaging and supporting children and families to **feel connected** in the communities that they live.

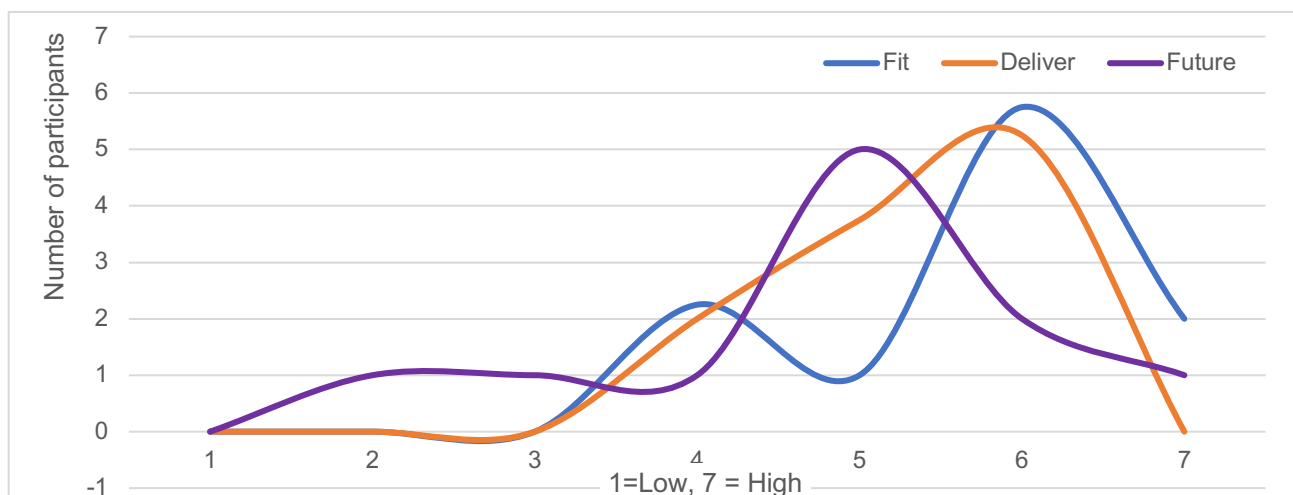
## Gaps in the Vision

We asked the participants how well the four statements in the vision

1. Fits what we are doing now
2. How well we are delivering against it
3. Fits our future opportunity

The results were highly consistent within a small range, to suggest that the fit and delivery are at about 80%-90% of where they could be. An excellent result.

Looking to the future, there is slightly less confidence with a peak around 70% (5).



We asked what was missing if anything:

- More **diverse** with **greater geographic spread**, including underserved local wards
- Our purpose does not include our **Christian ethos**, or **inclusivity**
- A focus on **health** (healthy living, mental health)
- The needs of **older people, older children**, and **teens** at the point of vulnerability
- Evidence of the **impact** we make and the work we do
- How our **social enterprises** (the GLO cafe and maintenance) fit

Two suggestions (in addition that above) include:

- Our vision is of an inclusive Christian organisation who is at the heart of transforming our community. Providing a sense of belonging to individuals, families, and children through our safe spaces, allowing people to contribute grow and thrive.
- Better lives and better futures for people and communities, we are:
  - Providing high quality housing, safe spaces, and individually tailored support.
  - Recognising and working together to on build people’s strengths as they make the transition to independence.
  - Engaging and supporting children, adults, and families to stay connected in the places they live.
  - A positive approach to everyone’s mental health and wellbeing underpins our work.

## Choosing our Priorities

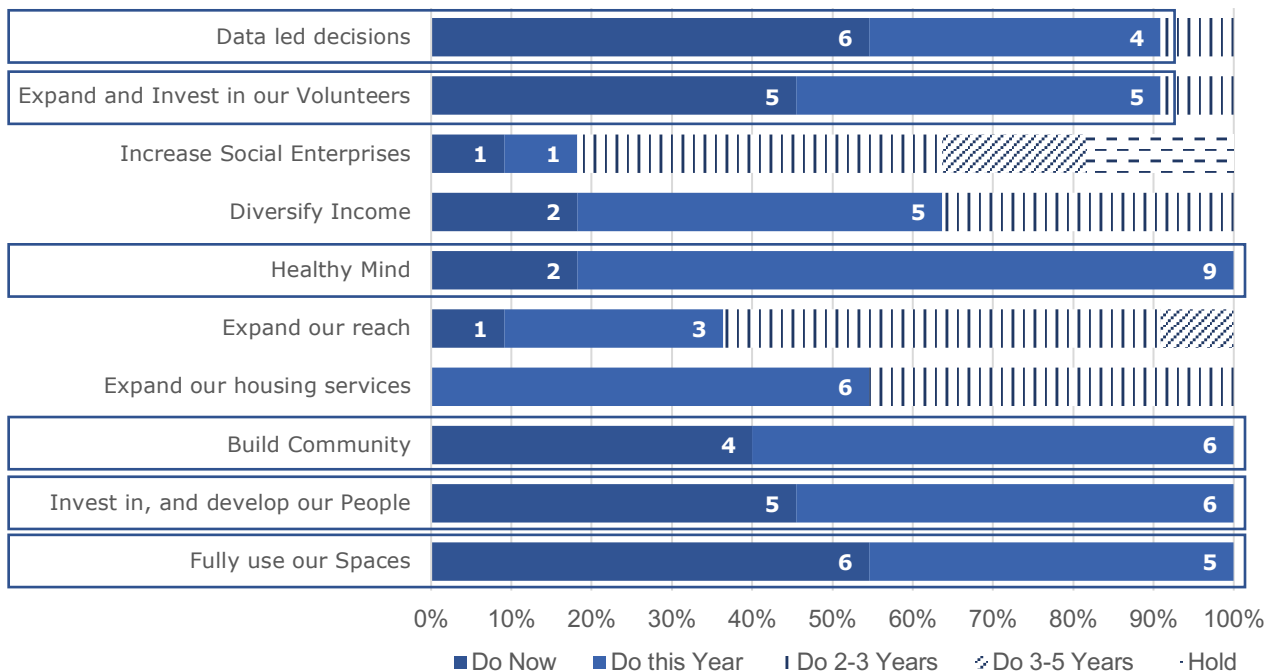
Our strategic process involved the Trustees, SLT and Team Leaders. We assessed a wide range of data to reach conclusions on where we should focus our efforts including

- Our external environment
- Our competitive environment
- Our strengths and weaknesses
- Our opportunities and threats

The results led to ten **focus areas**, to be investigated and prioritised.

- Fully use our Spaces
- Invest in, and develop our People
- Build Community
- Expand our housing services  
*(inc. Rent to buy, High needs)*
- Expand our reach
- Healthy Mind
- Diversify income
- Increase Social Enterprise and partnerships
- Expand and invest in our Volunteers
- Data led decisions

Within the SLT and trustees there was a high level of agreement over short term (Now, this year) priorities. Each of the six near-in priorities has a tangible outcome and measures in the appendix.



## Our Enablers

A deeper dive into the enablers, gives a clearer sense of where resources and efforts should be focused over the short term to achieve the outcomes.

This matrix separates the **enablers** from the **outcomes**. It clarifies which enablers have the biggest impact on the outcome, which helps prioritise efforts.

Five **outcomes** stand out

- 6. Expand our Reach
- 7. Expand our Housing Services
- 8. Build Community
- 9. Grow our People
- 10. Diversify Income

The most **impactful enablers** are

- 7. Data led decision making
- 8. Expand and invest in volunteers
- 9. Healthy Mind
- 10. Invest in our people
- 11. Fully use our Spaces
- 12. Increase our Social Enterprises and Partnerships

This priority (below) **enables** >>>>

	Fully use our Spaces	Invest in, and develop our People	Build Community	Expand our housing services	Expand our reach	Healthy Mind	Diversify Income	Increase Social Enterprise and partnerships	Expand and Invest in our Volunteers	Data led decisions	<b>Enabler Score</b>
Fully use our Spaces			1	1	1		1				<b>4</b>
Invest in, and develop our People	1		1		1			1			<b>4</b>
Build Community					1	1					<b>2</b>
Expand our housing services	1		1				1				<b>3</b>
Expand our reach			1								<b>1</b>
Healthy Mind		1		1	1		1		1		<b>5</b>
Diversify Income		1		1	1						<b>3</b>
Increase Social Enterprise and partnerships	1	1	1				1				<b>4</b>
Expand and Invest in our Volunteers	1	1	1	1	1						<b>5</b>
Data led decisions	1	1	1	1			1	1	1		<b>7</b>
<b>Benefits score</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>0</b>	

## The Enablers

### Data Led decision making

#### Our Vision

Evidencing the social return investment shows the impact of volunteering and on those that benefit. We will use data and insights to be more intentional in our measures.

**Why it matters:** We invest heavily in our community (over £1m), Do we have the evidence that we are making the impact that we said we would achieve.

What good looks like	What bad looks like
<p><b>BELIEF</b></p> <ul style="list-style-type: none"> <li>All staff (possibly volunteers) understanding the importance of data, and how it will be used</li> </ul>	<ul style="list-style-type: none"> <li><i>Need to find the right balance between data and doing</i></li> </ul>
<p><b>CONFIDENCE</b></p> <ul style="list-style-type: none"> <li>Ability to show short/mid/long term benefits and cost savings to other services</li> <li>Clear aims and outcomes for all services</li> <li>Confidence in what are we doing and how it impacts the communities we serve</li> <li>Knowing how much we have saved the public purse</li> </ul>	<ul style="list-style-type: none"> <li><i>A lack of understanding/clarity about what data is showing, or means</i></li> </ul>
<p><b>PURPOSE</b></p> <ul style="list-style-type: none"> <li>Capturing the journey of the people we work with and evidencing change, either good or bad</li> <li>Able to use achieved data to secured funding</li> <li>Finding a way to keep in touch with ex residents so we can record long term impact on lives, build case studies, collecting their testimony</li> <li>Work is needs led</li> </ul>	<ul style="list-style-type: none"> <li><i>Inappropriate capturing of data for the need</i></li> <li><i>Not fit for purpose, or for no purpose</i></li> <li><i>Data for data's sake</i></li> <li><i>Too much data, too difficult to digest and understand</i></li> </ul>
<p><b>QUALITY</b></p> <ul style="list-style-type: none"> <li>Data that is monitored and scrutinised</li> <li>Identify the data we need and ensure we capture this data we need, rather than data for data's sake</li> <li>Use software and resources we already have to capture data.</li> </ul>	<ul style="list-style-type: none"> <li><i>Costly time and resource for the team</i></li> </ul>



**What good looks like**

**DECISION MAKING**

- Using good data as a reference point for decision making
- Critical in assessing funding/new business opportunities
- Able to forecast social return on investment before making decision
- Confidence in decisions and also celebrating outcomes
- There may be a need, but are we best placed to address it
- Know and use the [SROI](#) (Social Return on investment) in decision making

***What bad looks like***

- *A lack of usable evidence to inform future practices and/or for future bids*
- *Does not stop us making decisions just informs us*
- *Driven by data and not by needs*
- *Facts hidden by data*

## Expand and Invest in Volunteers

### Our Vision

A service further enhanced by a team of enthusiastic, committed volunteers, recruited, and trained through a dynamic and robust process.

With support and mentoring from a volunteer manager, volunteers will grow within their roles and meet their goals for personal development.

*To be expanded: More about business, making a difference, resourcing, SMART goals and recording the impact*

### Measured by

- **Measure volunteer path** – through organisation and beyond (e.g. on to paid employment elsewhere)
- Measure number of **applications, appointments, and retention**
- Volunteer **hours**
- **Where** do volunteers come from? Are current volunteers recommending us?
- **Annual survey** of volunteers, with a NPS for volunteers about their experiences
- Are volunteers meeting their **own objectives** – through initial interviews, one to ones and surveys (supports retention)
- **You said / we did** - "on the recommendation of our volunteers" record and keep anecdotal / conversation notes
- **Impact on services** – Can we run additional children's clubs because we have volunteers

### Big themes identified:

1. Recognising potential during recruitment
2. Tailored Training
3. Appropriate support
4. Retention
5. Smart matching between volunteers and roles
6. Resourcing
7. Grow "Make a Difference" days with businesses
8. Acknowledging contribution and impact of volunteers
9. Outcomes for volunteers



What good looks like	What bad looks like
<p><b>RECRUIT and RETAIN</b></p> <ul style="list-style-type: none"> <li>▪ Look at how and where we recruit volunteers. Use social media (and other relevant platforms) with high levels of engagement and reach</li> <li>▪ A great volunteer value proposition – clearly explaining benefits of volunteering at YMCA Crewe and what you can expect (benefits, support etc)</li> <li>▪ Understand what motivates our volunteers, what do they want to gain from the experience? Are we meeting their needs? Ensures they stay around!</li> <li>▪ Recruit reliable, skilful, and diverse volunteers</li> <li>▪ Clear and easy volunteer journey through processes and procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Unsuitable or risky Safeguarding or Recruitment Process</i></li> <li>▪ <i>Quantity over quality. Accepting unsuitable volunteers because we need numbers</i></li> <li>▪ <i>Lack of skill and expertise</i></li> <li>▪ <i>Lack of communication and clarity around role/expectations</i></li> <li>▪ <i>Do not understand the YMCA purpose</i></li> <li>▪ <i>Poor onboarding/induction processes</i></li> <li>▪ <i>Weak retention poor due to lack of skills and interest matching</i></li> <li>▪ <i>Jobs for the boys/girls/friends</i></li> </ul>
<p><b>FLEXIBLE</b></p> <ul style="list-style-type: none"> <li>▪ Be flexible in our offer to volunteers – variety of roles, hours etc</li> <li>▪ Promote opportunities for hybrid/remote volunteering (where possible)</li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Unclear boundaries and expectations</i></li> </ul>
<p><b>RESPECT</b></p> <ul style="list-style-type: none"> <li>▪ Attractive and easy recruitment and onboarding</li> <li>▪ Respect for the role, and its boundaries</li> <li>▪ Ensure volunteers are valued/rewarded and given potential learning opportunities</li> <li>▪ Recognise that volunteers are not staff and support them appropriately</li> <li>▪ Do not over utilise volunteers such that they burn out and stop volunteering – some volunteers have more time than others</li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Accepting behaviours we would not accept from ourselves</i></li> <li>▪ <i>Overuse and burnout</i></li> <li>▪ <i>Plugging gaps that should be filled by staff.</i></li> <li>▪ <i>Volunteers carrying out inappropriate tasks</i></li> <li>▪ <i>Exploitation of willingness to help</i></li> <li>▪ <i>A volunteer isn't a dogsbody</i></li> <li>▪ <i>'Making the numbers up' attitude</i></li> </ul>



**What good looks like**

**What bad looks like**

**DEVELOP**

- A clear link with employment opportunities
- Developing our volunteers, including training programmes and the support they need
- Quality supervision, mentoring, and support
- Matching the volunteer to the role
- Innovatively collaboratively for new ideas or to solve problems
- Create enthusiasm and passion

- *Lack of resources to support volunteers*
- *Lack of training and ongoing support*
- *Not taking risks which can be calculated and miss opportunities to grow people*
- *Lack of supervision*
- *Recognition supervision isn't always a sit-down formal process*

**RELATIONSHIPS**

- Build relationships with local businesses where their staff can come to volunteer with us
- Consider ways of engaging hard to reach groups and those who may not see volunteering as being for them
- Volunteers reflect the community. Local Volunteers, Local Interest, Invested Interest
- Ex-service users coming back as volunteers
- Create a social environment for volunteers so they feel part of the team

**SOCIAL PROOF**

- Make the volunteering journey one that volunteers want to talk about positively
- Boast about our volunteers
- YMCA Crewe volunteer awards
- Measurable contribution by volunteers
- Using all relevant channels to promote volunteering.

- *Lack of data to support value added by volunteers*
- *Feeling unappreciated and not feeling as a valued part of a team*
- *Do not understand the difference they are making*

## Healthy Mind for all

### Our Vision

We provide an environment where all staff, volunteers and service users feel fully supported with respect to their health and wellbeing. There are beautiful green spaces for staff, service users and the local community to enjoy and all service users have access to, or are enabled to, enjoy time away

YMCA Crewe is seen to make a significant contribution, bringing about positive change through education and campaigns, and working in partnership with others to enhance service and plug gaps.

### Measured by

- **Collecting data:** Surveys, focus groups, case stories and testimonials, service user and stakeholder feedback
- Staff **turnover and absence** rates. Health and wellbeing action plan. Levels of mental health first aiders
- Reduction in numbers of people accessing **statutory mental health services**
- An increase in the **number**, and **impact** of the **campaigns** we run or support a year
- You are never more than 5 minutes away from a **green space**
- The **number of options** available increases year on year

### Key Themes

1. **Mental Health and Wellbeing** offer for staff and volunteers and service users
2. Understanding the provision of **wellbeing services** and where YMCA Crewe fit
3. Support **education** and **campaigning** on issues around mental health and wellbeing
4. Creating **green spaces** to support wellbeing
5. Explore options for a **holiday home**, or **retreat**

#### What good looks like

##### REACH

- Grow the reach of our services that support mental wellness
- Offer well-being hub of resources and toolkits that enable self-management to support our people
- Providing support/learning/coaching to leaders in other local organisations

#### What bad looks like

- *Overstretching our resources*
- *Trying to be all things to all men*
- *Following the trend, not leading it*



**What good looks like**

**What bad looks like**

**RESPONSIBILITY**

- Looking after and prioritising the health and wellbeing of our staff, volunteers, and trustees
- Offering mental health support, guidance and checking in with each other
- Positive work life balance
- Joint working and collaboration with other in this area. Fix any gaps
- Offering support and guidance to residents, especially to those will not be willing to open up
- Being clear on our offer what it is and what it isn't. Understand the offerings already available locally, and where we fit

- *Staff not working after core hours with regular frequency*
- *Clear boundaries are essential*
- *No mental health support*

**PARTNERSHIPS**

- Make sure that we have a co-ordinated approach with other organisations – charities, statutory services, churches
- Work with partner organisation who are better place to provide better mental health and accelerate our impact. We have plenty to contribute

- *Competing with others like for like who are already operating in this space*

**REFRAME**

- Work to remove stigma about mental illness
- Remember we are people first and foremost

**SPACES**

- Develop outside green space and gardens
- Making time available in a B&B, Holiday home, or Hotel

## Invest in our people

### Our Vision

We attract the right people to the right roles with low turnover. We provide an environment where our people feel supported and valued. A place where difference is celebrated, and everyone feels comfortable to be their true selves.

Our people are fully engaged and proud members of YMCA Crewe, they appreciate the investment in training and skills to overcome their gaps and to meet their aspirations.

*To be expanded*

### Measured by

- **Positive team dynamics** evidenced through snapshot surveys and check ins. 0% vacancies, 5% turnover
- Agreed **action plans** with dates to be achieved by. **Progress** is tracked
- Weekly Team briefings, monthly one to ones, formal and informal communications
- Set up and embed a **representative** and **diverse advisory group** to seek and provide views to move forward with positive change
- Evidence of **shared responsibility**.
- High **retention** of staff at 90%+
- Becoming an employer of choice within Crewe
- *To be expanded*

### Key Themes

- Recruitment and onboarding
- Skills and abilities
- Support and supervision
- Equality, Diversity, and Inclusion
- Reward and recognition
- Learning, both informal and formal
- Career pathway
- Consultation and survey
- Best practice, best in class

### What good looks like

#### KNOW OUR PEOPLE

- Understand the aspirations and interests of our people to enable support to reach goals where possible
- Allowing people to fulfil their aspirations, where possible

### What bad looks like

- *Not about changing people and their attitudes. More enhancing them*



What good looks like	What bad looks like
<p><b>GROW</b></p> <ul style="list-style-type: none"><li>▪ Proactively grow our own. Ensure we are not always resident focused</li><li>▪ Consult with 'our people' to listen to where the investments are wanted and needed</li><li>▪ Planned development of individuals, potential for degree level opportunities. Formal and Informal</li><li>▪ Develop the individuals' aspirations, aim higher</li><li>▪ Experience of parallel organisations. Expand the great partnerships with local businesses. Nurture the relationships</li><li>▪ A clear development proposition for prospective new employees – to become an employer of choice in the area</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Not giving the team the right tools and techniques to do the job</i></li><li>▪ <i>Assuming a one size fits all model</i></li></ul>
<p><b>FIT</b></p> <ul style="list-style-type: none"><li>▪ Right people, right role, with the right skills and attitudes</li><li>▪ Somewhere people want to work</li><li>▪ Define a YMCA worker package – multi-faceted, with other Ys</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Recruiting people based on our heart</i></li><li>▪ <i>Not having enough resources when starting new pieces of work</i></li></ul>
<p><b>OPEN</b></p> <ul style="list-style-type: none"><li>▪ Curious, non-judgemental conversations assuming positive intent</li><li>▪ Ability to reflect on our skill gaps</li><li>▪ An engaged workforce and volunteer base – with lots of opportunities to share ideas and to feedback on how/where improvements could be made</li></ul>	



**What good looks like**

***What bad looks like***

**REPRESENTATIVE**

- Equality, diversity, and inclusion focus with action plan
- Truly reflective of the community we serve
- A learning pathway towards equality, diversity, and inclusion
- Relevant diversity from top to bottom of organisation
- Recognising that everyone's contribution will be different and encouraging individuals to be confident to speak up

- *We are diverse to tick a box, a paper-based exercise, which isn't meaningful*

**PATH TO INDEPENDENCE**

- Helping our residents achieve their career goals moving them in to meaningful outcomes
- Develop our relationships with local high schools and colleges (already started)
- Volunteering as a pathway to work



## Fully Use our Spaces

### Our Vision

We optimise the use of our spaces, both general and accommodation, whilst constantly improving the quality of the physical buildings and environments we manage or own. We increase the capacity we have for all age users, and explore services we can undertake in other people’s buildings.

### Measured by

- Achieve 98% occupancy of accommodation and increase of general space utilised by 25%
- Accommodation turned round reduction from 4 days to 2 day
- Four units of (freehold) accommodation units per annum and one new non-accommodation (general) per annum (freehold, leasehold, or managing agent)
- 25% increase of community-based people services/facilities and customers accessing hospitality services
- Being Carbon Neutral by 2030. Decent Homes standard and legislation
- Increase all (Freehold) accommodation to new apartment standard by 2024

### Key Themes

1. Sweat time, space, and efficiency
2. Development of new space (general)
3. Utilise other peoples and organisations space
4. Quality and Environmental Benefit

### What good looks like

#### QUALITY

- High quality of accommodation we are proud of the 'mum' test. Never thinking that our accommodation is "good enough" Every person moving in should think "wow"
- Invest in the quality of our spaces
- Improve green performance. Thinking about 2030 and carbon zero how are we part of the change
- Celebrate all that we have to offer
- More space, not necessarily ours. Inclusive and accessible to all
- People value the space

### What bad looks like

- *Not investing in our stock*



**What good looks like**

**What bad looks like**

**EFFICIENCY**

- Where spaces are not being utilised, they are rented out, or used by a partner organisation, maximising income through our rentable spaces
- Every space used 24hrs a day, 7 days a week
- Multipurpose, flexible space utilised and turned around in short space of time throughout day
- Community groups using the GLO café in the evening and at weekends
- Ensure rooms are let as quickly as possible after a vacancy arises. Rapid turnover of rooms keeps voids to a minimum

- *Large gaps in use of space*
- *Only used for residents, who think it is their right*
- *Empty spaces and meeting rooms*
- *Low footfall in GLO cafe*

**GROW**

- Bring other groups into our spaces that share our values
- Consultation with the local community and stakeholders on what the needs are for our spaces
- Use meeting spaces to link in with local businesses and commercial stakeholders
- Encourage and create groups to meet in GLO café (coworking group)
- Opportunities to raise our profile

- *Doing the same old, same old*

**MAINTAIN**

- Quick, timely turn arounds with an ongoing maintenance programme
- Recognise not all issues can be addressed in Gresty Road. Look at issues (and opportunities) we have then find space to fit