



YMCA EXETER

Supporting young people
& their communities
since 1846



A Vision For Our Future

**STRATEGIC PLAN
2017 - 2020**

A Vision For Our Future:

- We see a YMCA Exeter with a strong sense of its own identity and mission, centred on Christ and united in a clear goal of improving the welfare of young people.
- We see a YMCA Exeter that is vibrant, creative and visionary, striving to reach more young people through transformative activities.
- We see a YMCA Exeter extending its work across the northern half of Devon, with operations in Exeter, East, Mid and North Devon reaching out to rural communities.
- We see a YMCA Exeter that is recognised by the public and local authorities in Devon for delivering high quality services to young people.
- We see a financially sustainable YMCA Exeter with a wide range of income sources.
- We see a YMCA Exeter that partners with, resources, serves and strengthens local churches.
- We see YMCA Exeter that maximises the opportunities for young people through building effective partnerships with key agencies.

1. INTRODUCTION

- 1.1. The Strategic Plan 2017-2020 sets out our vision of what we wish YMCA Exeter to look like in three years' time. YMCA Exeter comprises of City of Exeter YMCA Housing Association and YMCA Exeter Community Projects, which work together and share resources to maximise effectiveness and efficiency.
- 1.2. Our Christian ethos is the foundation and inspiration for all that we do, and therefore our Strategic Objectives seek to be more than simply about organisational development; through them we seek to demonstrate the love of Christ to those around us, and to be more effective at serving our communities in his name.
- 1.3. Three key statements have been used to inform our decision making as we have developed this Strategic Plan, and we have used these to test the legitimacy of proposed strategic objectives:
 - The Vision of the YMCA Federation in England and Wales: "Our Vision is of an inclusive Christian movement transforming communities so that all young people can belong, contribute and thrive".
 - The Vision of YMCA Exeter: "To see communities transformed into places characterised by love, joy, peace and hope where all young people can become everything they were created to be".
 - The Mission of YMCA Exeter: "To demonstrate Christ's love through practical service that empowers young people and their communities to flourish".

2. STRATEGIC FRAMEWORK

- 2.1. YMCA Exeter is part of the YMCA Federation in England and Wales, and we wish to play our part fully in the national Federation. Therefore our Objectives will support at least one of the following national YMCA goals:
 - Increasing our impact
 - Extending our influence
 - Working together better
 - Shaping our future

3. **REFINING OUR FOCUS**

- 3.1. We are committed to the principles underlying the YMCA Federation and our YMCA work must always begin with our Christian foundation. Therefore, we will focus our energies on work that:
- we believe God is calling us to;
 - that is consistent with our mission; and
 - that reflects our strengths as YMCA Exeter.

Our work will focus on the following:

Prevention and Early Intervention

Whilst we recognise the value of helping people in extreme crisis and difficulty, we believe YMCA Exeter excels at assisting people by intervening before they reach a state of utter desperation.

Young People

At heart, YMCA is a young people's charity and all our projects will have a clearly articulated rationale on how they benefit young people. We define young people as children and young adults aged under 30.

Community Approach

Communities can be groups of people with a shared interest, a geographical location or residents of a project. Supportive and empowering communities provide the best context for young people to truly belong, contribute and thrive. All our work will have a core element of creating supportive and empowering communities.

Spirituality

We will ensure that our work and life as a team remains centred on the example of Jesus Christ, and we will help others explore the spiritual dimension of their lives.

4. **STRATEGIC OBJECTIVES**

- 4.1 **Remain true to our values and be obedient to God's calling**
This objective is the core of who we are and will shape all our existing and future work and the way we interact with our colleagues, partners and service users.
- 4.2 **Value, develop and inspire our staff & volunteers to develop a highly skilled and motivated team**
We recognise that our staff team are our greatest resource. With them empowered and operating at high capacity we will achieve more. YMCA Exeter is committed to high quality training and planning of career progression for all our staff. We will cultivate a reputation as an employer of excellence across Exeter and beyond.
- 4.3 **Continually listen to our communities to identify needs and work together to meet the**
We will ensure that communities are involved in everything we do, from needs analysis, planning new work, fundraising and delivery to create change from within.
- 4.4 **Ensure our consistent financial sustainability**
YMCA Exeter is committed to ensuring our financial sustainability through first and foremost trust in God, coupled with developing a wide range of financial models including enterprise, grants, contracts and donations.
- 4.5 **Grow, Expand and Deepen our work**
YMCA Exeter will strive for excellence in all we do, ensuring all our programs and services are delivered to the highest possible standard. We are committed to working in partnership with churches and with other organisations that demonstrate similar values to our own.



YMCA Exeter
39/41 St David's Hill
Exeter
Devon
EX4 4DA

01392 410530
www.ymcaexeter.org.uk

YMCA Exeter Community Projects Registered Charity No. 1162431
City of Exeter YMCA Housing Registered Charity No. 803226



YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

SUPPORT & ADVICE

ACCOMMODATION

FAMILY WORK

HEALTH & WELLBEING

TRAINING & EDUCATION