

YMCA Wearside Limited

Business Plan 2022-2025

Introduction

The YMCA Wearside Limited provides accommodation, training, information, advice, and guidance, for young homeless people aged 16-40.

We work alongside young people and others, and encourage and support them to participate in shaping and influencing our services and the services of other agencies.

We are part of the YMCA, a worldwide youth movement dedicated to supporting the development of young people and the stewardship of our world.

More information is available at the following sites:

YMCA Wearside <https://ymcawearside.org.uk/>

YMCA Sunderland <https://ymcawearside.org.uk/ymca-sunderland/>

YMCA Chester-Le-Street <https://ymcawearside.org.uk/ymca-chester-le-street/>

YMCA Harvester <https://ymcawearside.org.uk/ymca-harvester/>

YMCA ChurchView <https://ymcawearside.org.uk/ymca-churchview/>

What we provide

YMCA Sunderland and YMCA Chester-Le-Street are supported housing providers and most of our income is from providing accommodation and support for young homeless people. However, there is a larger reach within our activities that have six themes. YMCA Sunderland and YMCA Chester-Le-Street provide the following services for young people:

- Preventative work - designed to assist young people at risk of homelessness minimise the risks of homelessness, in schools, youth associations, and other agencies.
- Peer Support - a group of young people who advise and support their peers to help reduce risk, improve use of training, health, and other services.
- Training and education - offering accredited courses to assist young people participate in training and education and remove barriers to work.
- Supported housing - assistance in learning daily living skills and responsibilities of living independently.
- Helping the community - providing food parcels, housing advice, benefit advice, back to work advice and educational courses.
- Health Promotion - assisting young people develop a healthy lifestyle and reduce risky behaviour.

The Harvester Project

Based in the Coalfields Area of the city, The Harvesters is a 7-bed purpose build, this project was designed on ideas and recommendations from young people who are preparing to leave their current children's home. Based on the information shared we have designed a building young people can begin to start their journey to independence with the support of a fully trained staff team on site.

The ChurchView Project

Based in a small village in Silksworth, ChurchView is an 8 bed, purpose build project which was gifted to YMCA Wearside by Dr Pam Whortley in 2019. Based on the experience and lessons learned from Harvester, we created a lovely home for young people to start their journey to independence with the support of a fully trained staff team on site.

Main priorities 2022-2025

YMCA Sunderland and YMCA Chester–Le-Street will concentrate on the central tasks of supporting young homeless people to make a success of their independent lives. We will develop our core skills and aim to stabilise and grow our existing projects over the next three years. Also, to win more diverse funding for our work to be able to continue to offer excellent services, enjoy greater security and capacity to plan and develop. Our priorities are in two parts as follows:

Performance management

1. Working with young people to continue to involve young people in service planning.
2. Staff development with the aim to continue staff development through specialism's, professional external training, in-house training for digital progression.
3. Staff Wellbeing to give focus, support, guidance and encouragement
4. Digital Performance to the continued improvements and implementations
5. Accreditation retention of our ISO 9001 2015 status.

Development of services

1. Improve Toward Rd site working closely with Karbon Homes to complete renovation work started in 2021.
2. Renew the training service in line with the government's Levelling Up white paper to transform education and opportunities for most disadvantaged.
3. Increase support for peer support group of young people e.g. dedicated staff and budgets.
4. Prioritise continuous health improvement work in all areas of work.
5. Develop a supporter's circle for our YMCA.
6. Helping the community we work in with food parcels, housing advice, benefit advice, back to work and educational courses.

Targets

Each priority is expanded into the following four main tasks with measurable outcomes and target timetables provided with the lead officer roles.

Performance Management

Funding Stream

- a. Secure sufficient funding to carry out the proposals within the Business Plan.
- b. Which will be reviewed regularly.

Working with Young People

- a. Fundraise for young people's activities budget - target 15k pa.
- b. Achieve 80% positive outcomes for all residents by 2025.

Staff development

- a. Ensure all staff complete all mandatory training, develop and fund and Support Co-Ordinator to fund the wrap around support model.
- b. To further develop the role of Activity Worker and continue to fund the Family Mediation Worker. To develop the role of Community Worker in line with government funding.
- c. To fund four professional qualifications in line with funder requirements i.e., CIH Level 3 in Housing.
- d. Staff Wellbeing to give focus, support, guidance and encouragement to engage with activities such as yoga, exercise classes, healthy eating clubs, Yammer engagement and cross site working social engagement and many more positive and life enriching qualities.
- e. Digital Performance and the continued improvements and implementations for digitalisation of processes and procedures improving efficiency and accuracy using Microsoft Office 365's SharePoint, MS Forms with Cyber Security Implementations for systems and staff including onsite training sessions and materials.
- f. Continue to monitor staff suitability for accredited specialisms

Accreditation

- a. Secure renewed ISO 9001 2015 certification and maintain accreditation status as a registered educational establishment with National Open College network.
- b. To continue independent audits, covering ISO 90012015 status, Wise and Local Authorities etc.
- c. Increase our Cyber Security Standards to meet new and every changing standards and the implementation and Staff Training to stay abreast of the digital world.

Development of Services

Increasing Community and educational services

Currently YMCA Wearside plays a vital role in supporting residents on their journey to learn skills to enter, return or progress in work and learn vital life skills. Alongside the economic benefits, it reduces loneliness and makes those we work with happier, healthier, more confident, capable and resilient. However, we now have the opportunity to expand this service to the communities our projects are set in; making places smarter and more inclusive. The main tasks are:

- a. Tap into new funding and government initiatives regarding education and community work
- b. Continue to pursue contracts and funding grants regards education and training
- c. Consult with local communities and develop an action plan to expand service.

Chester SSTS Contract

YMCA Wearside has been awarded a contract by Durham County Council to provide a provision for single males and females who are rough sleeping and present with an urgent need for temporary accommodation. This provision is situated at our Chester-Le-Street project. The main tasks are:

- a. Maintain a relationship with Durham County Council by maintaining standards and delivering contracted outcomes.
- b. Pursue an extension of contract.
- c. Submit tender in regards to further contracts with Durham County council.

Utilising Training Department in Toward Road

Our Toward Road site has a large basement area equipped with kitchen and bathroom facilities and is situated in a city center location near transport links etc. This is used to facilitate both educational classes and recreational activities but has been underutilized recently due to lack of funding. The main tasks are to attain funding:

- a. to update equipment, IT etc.
- b. to facilitate educational courses and activities
- c. for recreational and health activities

Expanding criteria for Outreach in Sunderland

YMCA Wearside manage nine Outreach properties in the Sunderland City Centre area, all in walking distance of the main site on Toward Road, the properties house up to four residents male and females who have low to medium support needs. The main tasks are:

- a. To raise the age limit to 40 years old
- b. To explore splitting houses into two, one up one down
- c. To look at referrals from couples and families to occupy any suitable available properties
- d. Maintain a decent standard of accommodation including redecoration on a rolling program, regular Maintenance and property inspections.

Improve the Toward Rd site

The site at Toward Road is a good site because it is so central. A great deal of work has been carried out by YMCA Wearside alongside Karbon Homes to address major repairs. The main tasks are:

- a. Complete and sign off the new Management agreement between YMCA Sunderland and Karbon Homes (December 2022)
- b. Follow Utility Industry improvements and funding to replace the aging prepayment, Dual tariff electricity meters within the residential quarters
- c. Look for possible funding for the training department

Chester–Le–Street Commercial Units

Chester-Le-Street three units all currently let on 5-year leases. The main tasks are:

- a. Build upon relationships with new tenants and help to promote the services within the local community.

Develop a new support service

The young people we work with need the widest possible choice and offer of opportunity and support. Social exclusion means there is very little on offer from mainstream providers therefore we are often unable to find housing, training places, volunteering opportunities and any purposeful activity.

We will develop new services that meet a well proven need and have been selected and supported by young people. The main tasks are:

- b. Develop the site at Sunderland using Service User involvement, Steering Group and the Local Community.
- c. Prepare an annual review of support services and gaps for our young people (annual).

Renew the training service

We will raise our profile in training, education and employability, and with young people, secure new improved services. The main tasks are:

- a. Build upon and improve relationships with funding bodies in regards to Education and Employability i.e., Wise Group and LA& funding etc

Peer Support

Peer support is essential to our inclusive planning, and the development of the voice of young people. We will have dedicated staff time for this role (Ongoing up to 2025). The main tasks are:

- b. Ensure a frequent peer support group meets and agrees a range of activities (continuous)
- c. Develop a plan to assist the young people influence local and national services (December 2022)

Prioritise continuous health improvement

Too many of the young people have very risky lifestyles. We know that staff can help them improve this, but we will be most successful if the staff and young people agree to work together. We need a genuine partnership, just like a family, we can change our lifestyles if we support each other. The main tasks are:

- a. Everyone in the YMCA, staff and young people, to have a personal healthy lifestyle plan, supported by a specialist member of staff (Continuous).
- b. Increase the offer of healthy lifestyle support - especially in diet and exercise (January 2022, report annually).
- c. Report on the health improvement plan annually.

Develop a supporter's circle

The YMCA has a rich history, and strong reputation for voluntary work. We now wish to harness this goodwill, and offer support to local people who are interested in supporting us in a variety of ways. We will work alongside this volunteer group, and they will choose activities and priorities for their work. The main tasks are:

- a. Further development our presence on social media
- b. Develop room sponsor and benefactors