



1 **To raise the profile and build the brand of YMCA in Scotland**

Public Relations

To design and resource a modern professional website that presents the organisation as successful, modern and innovative to both professional partners and to the YMCA movement. (2013)

To promote the branding messages across the Scottish YMCA network achieving maximum impact, publicity and consistency across the country.

To publish at least two excellent YMCA Scotland documents each year that can be made available to external partners.

To develop a PR strategy that will best present the YMCA movement to the audiences most important to our work. (2013-14)

As part of the above....

a) To identify the steps needed to be taken if young people across Scotland are to identify YMCA as a youth work organisation.

b) To identify the steps needed to be taken if churches across Scotland are to identify YMCA as a potential partner. *(This identifying learning from the church partnership pilot in Oxfgangs)*

c) To develop core messages for key politicians that will be maintained and used in YMCA contacts with politicians

Policy

To become a lead organisation recognised by the Christian youth work community in both policy development and training roles and in actual youth work practice.

To grow an active presence and profile in membership of Scottish Government policy development groups relating to vulnerable young people.

To raise the profile of YMCA with the wider Christian community through successful launch and delivery of the PDA in Christian youth work (See 2)

To challenge and design new policy approaches and to engage with civil servants in discussion of new ways of working, acting as lead agent in subsequent development.

To become the lead organisation in the development of policy on Prevention.

To chair the Prevention policy working group for Scottish Government

To seek out opportunity to speak at national conference and policy events.

To engage pro-actively with partner organisations, funders and relevant agencies to present a consistently high profile for YMCA work in Scotland.

To deliver a series of excellent national YMCA events including:

- Improving the ABM to attract 75% of YMCAs from 2014
- Improving the Vision Day to attract 50% of YMCAs from 2015
- Changing the National Assembly to become a Youth Assembly from 2014
- Delivering a National Celebration event for the first time in 2015
- Delivering a Mentoring Conference in 2016

To deliver high profile public launches of key programmes as they develop including PDA training (2014) and plusone (2013).

To achieve the goal of every YMCA in Scotland being able to comfortably understand, voice and own their Christian Mission

To provide inspirational leadership to the international YMCA movement

- through leadership at international committee level
- through leadership at young leader level

To provide strong support to young leaders engaged in ILP, YES and Change Agent roles.

- through leadership of international policy and programme development

To include promotion of YMCA Scotland programmes at international level and particular support given to the Inclusive Christianity policy agenda.

- through leadership of the National Secretaries agenda

To be a driving force in the development of a more effective engagement of National Secretaries within the European movement

To present the work of YMCA Scotland through a high profile presence at the 2013 festival in Prague to include programme workshops, leadership of festival, high visibility participation and hosting the evaluation in the autumn of 2013.

To clarify the role and skill set for the representative on the Y Care Board and to confirm strong leadership in this regard alongside effective engagement back through YMCA Scotland

To seek out opportunity to achieve recognition through national awards

To gain the agreement of the movement for a modernising of the Christian basis and objects of the organisation (2013)

To publish a joint piece of work as the four nations of YMCA UK

2 **To build the capacity of local YMCAs**

To design and launch a series of no less than 4 working groups each of which will engage at least three local YMCAs in programme development focusing on joint design of best practice youth work delivered by the local YMCAs (2015)

In this to.....

- a) Invest in a development group of local YMCAs to deliver Prevention
- b) Invest in a development group of YMCAs to develop Aspire mentoring
- c) Grow the plusone programme group to 13 members and invest in building capacity through this approach
- d) Invest in a development group of YMCAs to deliver the Health model

To explore opportunity for local YMCAs to deliver the community games initiative across Scotland (2014)

To create a training module for local YMCAs on how to engage effectively with and lobby your local authority. (2014)

To explore the potential for use of google resources to improve communications, joint working and to reduce costs (2013)

To work towards an outline development plan for every YMCA clarifying YMCA Scotland's role in support of the local Association.

As part of the above....

To identify all YMCAs with an interest in international links and exchanges and to pro-actively agree and pursue a workplan to facilitate such connections and to develop such partnerships.

To agree clear, consistent channels of communication of information by YMCA Scotland to the movement including e-mails, enews, website, mailings, facebook etc. (2014)

To support and encourage maximum participation from local YMCAs in the 2013 festival in Prague and in other European and World YMCA events.

To achieve a 100% figure with every local YMCA actively engaging with YMCA Scotland (in line with WTE standards)

To provide training and guidance to local YMCAs on effective measurement of the impact and success of their work with young people.

To explore the potential for wider YMCA impact and membership through non-YMCA partners

To adapt the due diligence model to create a goal for capacity-building for all YMCAs aspiring to run partnership programmes (2015)

3 To invest in building excellent leadership within the YMCA

Governance

To identify Board training and support needs through the local YMCA development plan

To revisit and redesign the PositivelyBoard training programme to produce a new Board training programme (2015)

To grow the chairpersons/Board members meeting in October to involve the majority of YMCAs

To provide more robust leadership and direction to the Boards of weaker YMCAs (2014)

Growing Young Leaders

To write clear remit, exit and entry criteria for all levels of the Growing Young Leaders pathway (2014)

To clarify and communicate expectations for local YMCAs in developing young leaders (2014)

To consistently engage over 20 young YMCA leaders in national GYL programmes each year (2014)

To identify individual YMCA Scotland staff aspiration and potential and to establish and provide the most appropriate training mechanism for achieving this for each member

To identify the training needs of groups of staff and volunteers across the movement and to design and provide training in response. This for:

- a) Chairpersons
- b) Keyworker staff
- c) Staff and volunteers new to the movement

To launch the PDA in Christian youth work achieving the following:

- a) National coverage across Scotland
- b) Maximum use of local YMCAs
- c) Significant profile with other Christian youth work organisations
- d) Significant engagement of YMCA youth workers

To clarify the relationship with YMCA College to enable partnership delivery, joint YMCA marketing and profile and complementarity of leadership development programmes (2014)

To provide a retreat every year for General Secretaries that will be oversubscribed (2015)

To explore the options for the development of training in areas of management for established youth workers within the YMCA as a senior leadership development programme. (2015)

To build capacity and invest in young leaders by creating opportunity for interns/voluntary placements within YMCA Scotland to achieve clearly defined tasks (2014)

International events

- a) To ensure full preparation of delegates attending international YMCA Assemblies to discuss and prepare strategic positions and issues for debate prior to each event.
- b) To commit to regular meetings for all delegates during these events to facilitate maximum learning and engagement for the Scottish YMCA movement.
- c) To seek opportunity to equip young leaders to speak on behalf of the movement wherever possible

4 To design and develop innovative YMCA programmes

Programme Development

To develop new youth work programme themes with partners that can:

- a) transform young lives
- b) create income streams to sustain the YMCA Scotland organisation
- c) build the capacity of local YMCAs

To launch a new joint programme in partnership with Y Care (2015)

To create a resource bank of evidence/research that can be easily accessed by local YMCAs to strengthen their logic models, processes and practice and to develop stronger more robust programmes (2015)

SIB development

- a) To market and promote the SIIP product...
- b) To support Perth YMCA in promoting the success of the SIB model

Mentoring

- a) To be recognised as the lead organisation in Scotland delivering community based youth mentoring services
- b) To raise £30,000 per year from franchise fees by the end of March 2016

Plusone

- i) To deliver the replication plan establishing 13 plusone programmes within the franchise scheme (2015)
- ii) To deliver a high profile national conference on mentoring (2016)
- iii) To publish an evaluation of the programme that can enable the sustainability of the model beyond 2017
- iv) To achieve a minimum of 300 different young people per year accessing the programme (2015)

Aspire

- a) To launch the programme in partnership with Scottish Government fully written up for replication (2014)
- b) To establish and support a group of local YMCAs to resource and deliver the Aspire model (2015)
- c) To establish the Oxfords pilot as a permanent provision (2014)

Health

- a) To achieve a consensus across partners in Health in Scottish Government to support a pilot programme testing a new approach for vulnerable young people. (2014)
- b) To raise the funds necessary to launch the pilot programme (2014)
- c) To launch the pilot scheme involving a small number of YMCAs (2015)

Prevention

- a) To raise funds to support local YMCAs to deliver a Prevention agenda
- b) To establish a working group involving local YMCAs to design and deliver pilot projects
- c) To profile and market the outcomes of the pilot programme