

# YMCA **GEELONG** STRATEGIC PLAN REVIEW 2019 - 2025

## Our Vision Statement

YMCA makes a difference to people's lives providing **healthier, happier, connected communities.**

### Our Mission

The YMCA works from a base of Christian Values, to provide opportunities for all people to

**grow in body, mind & spirit.**

The YMCA has adopted the nationally endorsed Statement of Values as it works to achieve it's mission.



### Our Focus



### Our Guiding Principles

|                                                                                                     |                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Y is inclusive of all</b>                                                                    | <ul style="list-style-type: none"> <li>• We have inclusive programs</li> <li>• We are mission driven</li> <li>• We offer quality programs</li> <li>• We value diversity</li> </ul>                                                                      |
| <b>Our places are welcoming</b>                                                                     | <ul style="list-style-type: none"> <li>• We value <b>all</b> customers</li> <li>• Our Y is a safe place</li> <li>• Our Y venues are clean &amp; tidy</li> <li>• Our staff are Y ambassadors</li> <li>• We have a culture of teamwork</li> </ul>         |
| <b>We value the contributions of young people and actively engage young people</b>                  | <ul style="list-style-type: none"> <li>• We do things <b>with</b> young people <b>not for</b> young people</li> </ul>                                                                                                                                   |
| <b>We support those that are in need</b>                                                            | <ul style="list-style-type: none"> <li>• We fundraise to support those who cannot access YMCA programs and services</li> </ul>                                                                                                                          |
| <b>All operations and programs are sustainable and measure our social impact</b>                    | <ul style="list-style-type: none"> <li>• We measure our social impact</li> <li>• We have great governance &amp; systems</li> <li>• Our operations value-add to the community</li> <li>• We are accountable</li> <li>• We foster volunteerism</li> </ul> |
| <b>We work in partnership with organisations and individuals that have shared values and vision</b> | <ul style="list-style-type: none"> <li>• Together, we do better</li> <li>• Win – Win relationships</li> <li>• We grow our reach and impact</li> </ul>                                                                                                   |

### Our Strategic Priorities

- **Extend our Reach**
- **Increase our Impact**
  - **Inspire People**
- **Engage with Community**

### Our Branding Framework

- **Healthy Living**
- **Empowering Young People**
- **Social Impact**



### Our Commitment

**We are committed to our community – ensuring access for everyone.**

Nurturing the potential of children, teens and young adults. Building strong families. Promoting diversity & healthy living. Fostering social responsibility & supporting those in need.

We believe in the power of **inspired young people**



This information provides the framework in terms of organisational mission, policy, management values and governance requirements, under which the Board and staff strive to operate the YMCA. This plan identifies and sets the direction for the future and includes a long term vision of where the YMCA wants to be.

# Our Strategic Goals

## Goal One

### Extend Our Reach

We will evolve to meet the changing and growing needs of our community. Developing new partnerships we will **create new opportunities**

| OBJECTIVE                                                                                                            | PRIORITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Explore opportunities to extend our reach with partners that support the Vision, Values and Mission of the YMCA      | <ul style="list-style-type: none"> <li>Seek feedback from customers and key partners annually</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                      | <ul style="list-style-type: none"> <li>Actively look for new opportunities to create partnerships that will extend our reach</li> </ul>                                                                                                                                                                                                                                                                                                                     |
|                                                                                                                      | <ul style="list-style-type: none"> <li>Prioritising current partners that will enhance the YMCA's ability to extend our reach</li> </ul>                                                                                                                                                                                                                                                                                                                    |
| Identify new social enterprises within our core focus areas that will expand our community impact & extend our reach | <ul style="list-style-type: none"> <li>YMCA brand in the community is recognisable as an organisation the "inspires young people"</li> </ul>                                                                                                                                                                                                                                                                                                                |
|                                                                                                                      | <ul style="list-style-type: none"> <li>Development of business case for the establishment on new/ second camp site.</li> <li>Development of a Master Planning process for Camp Wyuna &amp; Newtown Stadium</li> <li>Development of one- two Community Programs and Events or other fundraising opportunities.</li> <li>Development of Gymnastic Strategic Plan for the Barwon South West Region.</li> <li>Explore one new vacation care service.</li> </ul> |
| YMCA Programs are renowned for being the best development programs for young people                                  | <ul style="list-style-type: none"> <li>YMCA program delivery approach is reflected with consistency of quality and service standards</li> <li>Continuous improvement of programs is core to ensuring stay and strive at the YMCA.</li> </ul>                                                                                                                                                                                                                |
| Measure and Report on YMCA Geelong Reach in the community                                                            | <ul style="list-style-type: none"> <li>Communicate to our people and key partners our social impact</li> </ul>                                                                                                                                                                                                                                                                                                                                              |

## Goal Two

### Increase Our Impact

Our programs and services will support physical, mental and spiritual strength and help people **achieve better quality of life**

| OBJECTIVE                                                                                | PRIORITIES                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create place based opportunities that are welcoming                                      | <ul style="list-style-type: none"> <li>Brand essence, look and feel of facilities, presentation and customer service standards reflect a welcoming community</li> <li>Development of a facility upgrade plan</li> <li>Ask young people about how we can make the YMCA welcoming to them, by establishing a Youth Advisory Committee</li> </ul> |
| Embed our healthy living philosophy to increase participation in current programs areas. | <ul style="list-style-type: none"> <li>Increase participation in Gymnastics</li> <li>Increase participation stadium sports participation at Bannockburn Rec Centre</li> <li>Increase participation in Vacation care programs</li> <li>Increase bed night at Camp Wyuna</li> </ul>                                                              |
| Build capacity to provide support for those in need                                      | <ul style="list-style-type: none"> <li>Review and implement of the fundraising strategy with an increase year on year</li> <li>Create relationships with key stakeholder agencies that support families to create opportunities to increase participation</li> </ul>                                                                           |
| Ensure YMCA is financially sustainable                                                   | <ul style="list-style-type: none"> <li>Ensure all operational area are financially sustainable.</li> </ul>                                                                                                                                                                                                                                     |
| The YMCA has a positive impact on our environment                                        | <ul style="list-style-type: none"> <li>Establish a baseline environmental footprint to reduce our impact on the environmental footprint in our energy, water and carbon usage</li> <li>Implement 1 activities to reduce the environmental impact</li> </ul>                                                                                    |

## Goal Three

### Inspire People

We develop our people through training opportunities, extend learning, development & **empower youth**

| OBJECTIVE                                                                                                    | PRIORITIES                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our staff and volunteers are provided with opportunities to develop, engage and progress in the organisation | <ul style="list-style-type: none"> <li>Investing in the systems to develop our team</li> <li>Implementing an improved approach for developing our people</li> <li>Learning Management system software introduced</li> </ul>                                                                                                                                        |
| YMCA contributes to empowering and developing young people                                                   | <ul style="list-style-type: none"> <li>Demonstrating to young people that the YMCA provides opportunities to start here and go anywhere with their careers via establishment of a YMCA alumni on social media and visibly profiling career paths of people who started their careers at a YMCA</li> <li>Establishment of Youth Advisory Board/Committee</li> </ul> |
| Our people feel valued and that their contribution is recognised                                             | <ul style="list-style-type: none"> <li>Rewards and recognition systems developed and are consistently applied across the organisation</li> <li>We have a YMCA Geelong People &amp; Culture Strategy that enables to attract the right people to achieve our plan</li> </ul>                                                                                        |
| YMCA is attracting quality volunteers to support the governance and programs requirements.                   | <ul style="list-style-type: none"> <li>Board recruitment processes and systems are reviewed and reflect the needs of the organisation</li> <li>There is a full complement of Board members</li> <li>Development of a volunteer strategy to increase volunteers numbers</li> </ul>                                                                                  |

## Goal Four

### Engage Our Community

We will be proactive in engaging the community. We will advocate for the health and **happiness of our community**

| OBJECTIVE                                                        | PRIORITIES                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide programs and services at meet the needs of the community | <ul style="list-style-type: none"> <li>Programs based on community need and are accessible to the local community</li> <li>Engage our customers &amp; community in consultation about the future direction of the Y.</li> <li>Deliver events that support healthier, happy, connected communities</li> <li>Our programs allow children to develop self-esteem, confidence, resilience by providing safe places where they feel they belong</li> </ul> |
| Build the communities awareness about the YMCA                   | <ul style="list-style-type: none"> <li>Create relationships with key stakeholders in health advocacy across the region</li> <li>Educate our community through advocacy that focuses on healthy lifestyle choices</li> <li>Develop Brand Identity for media and community publications</li> <li>YMCA Staff/ Volunteers are represented on key networks across the Geelong region</li> </ul>                                                            |
| Engage our community in fundraising efforts                      | <ul style="list-style-type: none"> <li>Develop an annual fundraising campaign – Support Geelong and District YMCA Youth Services</li> <li>Source funds through grants and partners to provide programs to those most in need</li> <li>Partner with local community groups to fundraise for them, to demonstrate that we care about the community.</li> <li>Develop and implement a capital campaign</li> </ul>                                        |