



Here for young people  
Here for communities  
Here for you

# Strategic Plan 2026–2029

For our communities,  
partners, funders, staff  
and volunteers



**YMCA WORCESTERSHIRE**

REDDITCH / WORCESTER / BROMSGROVE / WYRE FOREST  
WYCHAVON / MALVERN HILLS

# 1. Who We Are

YMCA Worcestershire is a locally rooted Christian charity supporting people to belong, contribute and thrive. We work holistically with children, young people and adults across Worcestershire, providing housing, support, childcare, youth work and community-based services that respond to real local need.

We are part of the wider YMCA movement, but our work is shaped by the communities we serve and the challenges they face. We are motivated by our faith and purpose, working with people of all faiths, beliefs, and backgrounds.

## 2. Our Purpose

**Our Vision:** An inclusive future where everyone can reach their full potential.

**Our Mission:** Together, we empower everyone to create lasting positive change in our communities.

**We believe that:**

- everyone deserves a safe place to live
- children and young people should be supported to grow, learn and thrive
- strong communities are built through connection, trust and opportunity

**Our Values:** We want to show **compassion** in how we work; **integrity** in what we do; have **transformative** impact; strive for **quality** and best practice.

## 3. Our Strategic Context (*Why This Plan Matters*)

Between 2026 and 2029, communities across Worcestershire will continue to experience:

- pressure on housing and affordability
- increased demand for support services
- workforce and funding challenges across the voluntary sector

This strategic plan sets out how YMCA Worcestershire will respond in a **focused, sustainable and values-led way**.

## 4. Our Five Strategic Goals

Our work over the next three years will be guided by five strategic goals.

YMCA Worcestershire

Registered Charity Number: 516872



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FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE

## Goal 1: Strengthen our organisation's people, culture and resources

***"Therefore encourage one another and build each other up, just as in fact you are doing." - 1 Thessalonians 5:11***

We will invest in our people, culture and systems to ensure YMCA Worcestershire is a great place to work and a trusted, resilient organisation.

### **What this means in practice:**

- supporting and developing our staff and volunteers
- maintaining strong safeguarding and supervision standards
- building leadership capability and succession
- improve systems, governance and accountability

A strong organisation enables strong outcomes.

## Goal 2: Build a financially stable and sustainable organisation

***"Therefore everyone who hears these words of mine and puts them into practice is like a wise man who built his house on the rock." (Matthew 7:24)***

We will manage our finances responsibly so we can continue delivering services now and into the future.

### **What this means in practice:**

- living within our means
- diversifying income through fundraising, partnerships and grants
- ensuring services are financially viable and well governed
- maintaining appropriate reserves to manage risk

Sustainability is not optional, it protects the people we serve.

## Goal 3: Increase the quality and quantity of our housing offer

***"My people will live in peaceful dwelling places, in secure homes, in undisturbed places of rest." - Isaiah 32:18***

We will grow and improve our housing provision to meet local need, while maintaining quality, safety and support.

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#### What this means in practice:

- providing high quality supported housing for young people with clear pathways to independence
- developing affordable general needs housing where sustainable
- maintaining safe, well-managed and sustainable homes
- improve positive move on outcomes.

Growth will be disciplined, funded and aligned to local need.

## Goal 4: Enhance and grow the support work we do in line with our social purpose and community needs

***“Let no one despise you for your youth, but set the believers an example in speech, in conduct, in love, in faith, in purity.” (1 Timothy 4:12)***

We will deliver support services that create positive outcomes for people and communities.

#### What this means in practice:

- delivering youth work that builds confidence, skills and positive futures
- providing early years childcare that supports children and families to thrive
- responding to emerging community needs
- working in partnership to maximise impact

We will focus on services that create meaningful, measurable change, prioritising outcomes over activity and depth over breadth.

## Goal 5: Cultivate a strong brand identity for YMCA Worcestershire

***“You are the light of the world. A town built on a hill cannot be hidden.” - Matthew 5:14***

We will strengthen YMCA Worcestershire’s reputation as a trusted, values-led organisation across the county.

#### What this means in practice:

- we will communicate clearly and consistently
- demonstrating strong safeguarding and quality standards
- building lasting partnerships with commissioners, funders and local organisations
- strengthening our identity as a leading housing and youth focused charity in Worcestershire

A strong reputation enables stronger partnerships and greater impact.

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## 5. What we will deliver (Our key areas of work)

### Housing

- Supported housing for young people, typically over a planned journey of two years towards independence
- Affordable housing for general needs households
- Safe, high quality homes with strong support pathways

### Youth Work & Community Services

- Youth programmes that build confidence and life skills
- Targeted support services aligned to local funding and need
- Community activity that strengthens connection and resilience

### Childcare

- High-quality early years provision
- A strong focus on safeguarding and workforce stability
- Child-centred practice supporting families first

## 6. How We Will Work

Across all our services, we will:

- put people and safety first
- focus on measurable outcomes
- work collaboratively
- grow only where sustainable
- act with compassion, integrity and accountability

We will be ambitious - but disciplined.

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## 7. How We Measure Success

By 2029, we aim to demonstrate:

- People are safe and supported
- Children and young people are thriving
- Residents are moving towards independence
- Services are financially sustainable
- Partners and communities trust and value our work

We will review progress annually and report openly on our performance.

## 8. Governance and Accountability

YMCA Worcestershire is governed by a Board of Trustees who ensure:

- strong safeguarding and regulatory compliance
- responsible financial management
- alignment to our mission and values
- strategic oversight and risk management


This strategy will be reviewed annually to ensure it remains relevant and responsive.

## 9. Looking Ahead

This Strategic Plan represents our commitment to:

- the people we support
- the communities we serve
- the partners and funders who place their trust in us

Together, we will continue building a Worcestershire where people have the opportunity to belong, contribute and thrive.



YMCA WORCESTERSHIRE 2026-2029

Focused. Responsible. People-centred.

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# Strategic Plan 2026 - 2029



**Website**

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ymca-worcestershire

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