



Grimsby Cleethorpes and Humber Region YMCA

Business Plan 2009-2011

Grimsby Cleethorpes and Humber Region YMCA

Peaks Lane

Grimsby

N E Lincolnshire

DN32 9ET

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by Grimsby Cleethorpes and Humber Region YMCA (GCMCA) in this business plan is confidential; therefore, the reader agrees not to disclose it without the express written permission of the Board of Management via Paul Cornell, the Chief Executive.

It is acknowledged by the reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader may cause serious harm or damage to GCMCA.

Signature

Name (typed or printed)

Date

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1. Executive Summary

Grimsby Cleethorpes and Humber Region YMCA (GCMCA) is a registered charity, registered social landlord and company limited by guarantee. The Association, 100 years old in 2007, works with several thousand children, young people and adults each year and annual turnover is £1.2 million

GCMCA provides supported housing for 93 service users at one time through the 67 unit Peaks Lane hostel and the 26 unit Foyer located in Orwell Street, Grimsby. These housing projects work very closely with the local authority housing department, criminal justice agencies, substance misuse services, employment and training partners and other specialist young people's services. Work with young people in the community and schools are delivered by the community programmes team.

GCMCA is a value driven organisation, committed to providing services that allow people the opportunity to develop and realize their full potential. Central to our future is the firm belief that services delivered must subscribe to the principles of fairness and impartiality. All services should adhere to pertinent professional standards and objectives in line with Supporting People outcomes and Every Child Matters outcomes. However GCMCA seeks to go beyond these standards and become a market leader in the local community through combining a compassionate and sensitive approach to our work with high levels of professional excellence.

The planning process looks 3 years ahead and is based on existing knowledge and anticipated future developments. The plan will allow the Chief Executive, management team and Board of Management to take daily decisions based on the adopted strategic and policy framework of the plan. Over the life of the plan the Association is seeking, not only to achieve growth and diversification within its existing services, but also to expand the business to embrace market opportunities within the sector, particularly in response to identified need. These services could take the Association into North Lincolnshire or even the North Bank.

The key objectives which have been set are informed by operational objectives and there is clear linkage between needs of service users, requirements of and for staff and the ultimate goals of the Association. The plan lists services delivered, governance arrangements, regulatory frameworks, organizational structure, recruitment and training procedures and financial information.

1.1 Main Objectives for 2009-2011

- To provide supported housing to service users with individually jointly agreed objectives that allow people to genuinely address issues of concern and need achieving positive move on outcomes. To achieve a quality rating of 'B' on the Quality Assessment Framework, and improve the number of planned move on for service users. In achieving these outcomes this should ensure further steady state contracts are secured after the current contracts end in March 2010. Other specific objectives are outlined later on in plan.
- To provide services to young people and children within the community and schools as part of the formal curriculum, informal agenda and to meet objectives within the Every Child Matters, Every Youth Matters and Children & Young People's Plan (CYPP).
- To ensure all services are delivered in the most effective and cost efficient manner demonstrating value for money to statutory authorities and other funders.
- To provide continuous development and training opportunities for all employees, volunteers and board members that facilitate improved performance within current roles and develop the individuals for the future. To ensure the Human Resource Strategy is a living document that shapes our management and development of staff.
- To ensure the Association is governed, led and managed to the highest standard commensurate with resources and within all employment, legal and financial frameworks.

1.2 Mission

"Grimsby Cleethorpes and Humber Region YMCA's mission is to be recognized as the leading provider of services in youth and community work within the local area through the provision of high quality programmes embracing personal and social development in the fields of:

- Housing
- Community Development
- Education & Training

- Sports, Health and Fitness

There will be an emphasis on working with young people, particularly in times of need. As part of a worldwide Christian movement, the Association will provide opportunity for spiritual development in general, and in particular, an environment in which people can explore and develop their faith, and if appropriate, a relationship with Jesus Christ.”

1.3 Keys to Success

- All services are delivered to the highest professional standards and without discrimination or partiality of any kind.
- All service users should be treated with respect and the dignity of individuals is sacrosanct.
- Service Users are involved in meaningful and appropriate ways at levels of service planning and delivery throughout the Association.
- Confidentiality must be paramount in all activities.
- Our services must reflect the needs of individuals and organizations that provide funding and be responsive to changing needs in a dynamic and uncertain environment.
- The services provided must be effective, equitable and efficient and make optimum use of all available resources.
- Staff are the most valuable asset and without the right combination of skills and experiences the Association will not achieve our full potential.
- Partnership working is critical to success and we must adopt an open and approachable attitude and manner in all our interactions with agencies.
- Senior Management must model a culture of continual assessment and reflection and encourage all staff to be reflective practitioners.

2. Organisation Summary

Grimsby Cleethorpes and Humber Region YMCA was established in 1857 to work with young people in need. During recent years the Association has grown significantly in terms of turnover and staff numbers and currently employs about 70 people.

Grimsby Cleethorpes and Humber Region YMCA is a value driven organisation and has an ethos, originating from a Christian perspective. People are employed from a variety of belief backgrounds and there is no requirement to hold a personal belief in posts except those designated as a genuine occupational requirement. The posts which fit into this category are reviewed regularly and there is currently one such position within the Association.

Our work takes place in a variety of locations including the housing projects, within the community in premises and 'on the streets' and within our own sports facilities.

There are three departments within the Association:

- Housing Team
- Programmes and Activities Team
- Administration, Human Resources and Finance Team

2.1 Legal Status

Grimsby Cleethorpes and Humber Region YMCA is a:

Registered Charity (Charity Number 1058613)

Company Limited by Guarantee (Registration Number 32416)

Registered Social Landlord (Housing Association Number LH4152)

VAT registered (Number 705 9000 63)

The Association is governed by a Board of Management offering a wide range of skills, qualifications and experiences.

2.2 Organisation History

The YMCA movement was founded in 1844 in London by George Williams, a young man who had come to London from Somerset to learn the drapery trade. George held prayer meetings and bible studies in his lodgings with other young drapery assistants who shared his Christian beliefs. The group expanded to not only include followers of the Christian faith but moreover to meet the needs of all those with whom they worked on a daily basis. Within 10 years the YMCA movement had its first World Conference in Paris in August 1855. The YMCA movement now operates in over 122 countries, has over 12,000 Local Associations worldwide with over 30 million members.

Grimsby Cleethorpes and Humber Region YMCA first opened its doors in 1907 from a base in Heneage Road, Grimsby, moving to its current Peaks Lane site in 1973 following the donation of some land. The

Peaks Lane site currently operates a 67 bed short stay hostel for young men and women mainly aged between 16 and 25 years. The Grimsby Cleethorpes and Humber Region YMCA also offers a Foyer Project based at Riby Square, youth work facilities, activity programmes for children and various drop in community projects.

2.3 Recent History and Background Context

This business plan builds upon the interim plan put into place for 2008. The plan incorporates some of the ideas and objectives set out in the previous document and retains the fundamental principles of the organizational ethos. The 2008 document was an interim plan as the Association underwent significant organizational change. The environment in which we operate is undergoing significant change and uncertainty and in particular the impact that the Local Area Agreement (LAA) may have upon the association.

This Business Plan has been developed over several months with involvement from service users, staff and Board Members. This has not been a token process but a genuine opportunity to capture ideas from all people within the organisation and build increased levels of understanding about our different roles.

This process included the following opportunities for input;

- Management Team Swot Analysis
- Discussion at team meetings
- individual feedback forms
- Discussion at Service User Meetings
- Debate and discussion at Board Meeting

3. Governance & Management

The Association's governing document is the Memorandum and Articles of Association, 1996. The Association is registered with the Charity Commission, Housing Corporation and Companies House. The Association complies with the legal requirements and best practice guidance of these and other bodies by virtue of its duties as an employer and a recipient of government funds.

The Association is administered by a Board of Management and members are drawn from the wider community and bring a considerable range of experience and expertise to the administration of the Association.

The strategic management and direction of the business is vested in the Chief Executive, Paul Cornell. Day to day operational management is vested in Lizelle Attwood, Housing Manager, who works with other operational managers to deliver services (see organizational structure below).

4. Operating Environment

The Association operates in a rapidly changing environment. Grimsby Cleethorpes and Humber Region YMCA must ensure there is a dynamic and flexible capability within the management and staff team that can respond appropriately to meet changing local needs and continuously improve service delivery. Partnerships with statutory bodies such as North East Lincolnshire Supporting People Services and Children's Services are vital to continued success and opportunities will be sought to develop best practice and improve communication and reporting protocols.

Over the period of the business plan Grimsby Cleethorpes and Humber Region YMCA will be affected by external factors as a result of national, regional and local strategies and policy developments. The following are some of the key policy frameworks that will impact upon the Association's work.

4.1. National Influences

The future of the Supporting People (SP) Programme and the removal of the 'ring-fence' around the present budget from March 2009 within the Local Area Agreement (LAA). The initial local priorities have been set within the LAA and the delivery of these priorities over the coming years may significantly impact the Association's work. The introduction of Multi Area Agreements (MAA) will be a further development to consider.

The increase in single person households- statistics predicts a 23% growth in total households by 2026 and therefore over 150,000 more single households.

The Office of the Third Sector (OTS), established in 2007 by Government to ensure a thriving and successful sector as well as driving up outcomes and quality standards whilst reducing costs. The newly established advisory body to the OTS comprising senior figures from the sector could be significant in terms of influencing the agenda and the Association must position itself to make best use of this facility.

The emergence of the new agency, Communities England and continued changes to the regulatory framework and possible rationalization of the Registered Social landlord (RSL) sector.

The publication of guidance for all agencies in Housing Services, Children's Services and partner agencies to prevent homelessness and tackle its effects on children and young people in May 2008 by DCLG

The collaboration between the National Learning and Skills Council, the Homeless directorate at Department for Communities and Local Government (CLG) and national homelessness infrastructure bodies to create standardized training and qualification requirements within the sector.

The decline in government grants to charitable organizations in preference to a commissioning, procurement and contract culture. The pursuit of 'best value' has led to increased competitiveness within the market-place and this is resulting in a rationalized, less diverse and ultimately weakened third sector.

Fundamental changes in health and social care commissioning and procurement of services with initiatives such as World Class Commissioning, Practice Based Commissioning and the Procurement Portal to be introduced in late 2008. There are tremendous opportunities in the health and social care sector and third sector agencies that can understand and engage appropriately and innovatively can secure new contracts. Underpinning health and social care is the firm commitment to individual budgets and the Association make consider and plan for this initiative in the next 1-3 years. The Department of Health is actively moving to a strategic approach through a framework for investing into and procuring services into the Third Sector.

Reforms within the Criminal Justice System such as the formation of National Offender Management Services (NOMS) and creation of Probation Trusts. The concept of 'contestability' and services being actively commissioned from the Third Sector and opportunities created.

The use of website and online tools to raise the Association's profile, grow a bank of supporters and secure giving and support. Recent evidence collected from a survey conducted by Mission Fish suggests charities are missing significant opportunities in the online market. The new generation of people are digital 'natives' and young people spend considerable time online. As an organisation engaging with young people we must ensure our services are accessible to service users in methods familiar to them.

Central Government drive for efficiency savings underpins all areas of society and the continual improvement of services and cost cutting should be central to all business and project planning.

4.2 Regional and Local Influences

The Yorkshire and Humber YMCA regional Chief Executives are meeting together with the Regional Executive Officer to formulate a new regional strategy. Grimsby Cleethorpes and Humber Region YMCA has an opportunity to participate in this and influence the shape of the strategy including decisions on how best to spend regional funding across YMCAs.

North East Lincolnshire Council is the local authority responsible for its Housing Strategy (2008), Homelessness Strategy (2008) and Children and Young People's Plan 2007-2010. The Commissioning Body of SP co-ordinates any new developments or re-provision of existing projects in the locality.

North East Lincolnshire Care Trust Plus has the responsibility for the health care of the local community including the Association's service users who, as a largely marginalized and socially excluded minority can suffer deficits in the provision of primary and secondary health care, mental health services and substance misuse and 'dual diagnosis' services.

The possible development of bespoke new residential units for people with short term mental health services by the Care Trust Plus on the site next door to the Peaks Lane hostel. If this goes ahead the partnership opportunities for the Association and our service users are potentially significant.

The compact in North East Lincolnshire outlines the code of practice and the rules of engagement for commissioning and contracting services between the third and statutory sectors. The national Compact Commissioner oversees local authorities to ensure the principles are adhered to.

The strengthening of key local partnerships with Grimsby Institute and Longhurst Housing Association will ensure our service users benefit from the additional resources and expertise that these and other local agencies can offer.

The Third Sector Forum in North East Lincolnshire offers the Association an opportunity to influence and shape the Sector locally and ensure our service users' needs are considered within wider issues and decision making processes.

4.3 Current issues and challenges within Grimsby Cleethorpes and Humber Region YMCA

The Local Area Agreements and their 35 priorities have now been agreed with significant resources to be invested in achieving these targets. Central Government appears committed to more services being delivered by the third sector and also to the principle of full cost recovery for the services provided. Grimsby Cleethorpes and Humber Region YMCA will seek to ensure these principles are fulfilled at local level and that full and appropriate funding is obtained in order to effectively deliver services for vulnerable young people.

The Supported housing sector as a whole suffers from lack of sufficiently skilled and experienced individuals. Presently there is no nationally recognized accredited qualification in homelessness. Grimsby Cleethorpes and Humber Region YMCA is working closely with the Grimsby Institute to develop suitable qualifications for housing support workers that provide the required skills and knowledge to deliver excellent services. The Association will continue to employ the best available staff within the local market place and benchmark against other providers. The 2007 Sitra National Benchmarking exercise confirmed that unfortunately GCYMCA still sits at the very bottom in terms of amount of staff hours per service user. Peaks Lane receives very low levels of funding overall from Supporting People and service costs are very low. This position is not sustainable particularly with the drive locally to achieve Level B on the Quality Assessment Framework by March 2009.

The Association is already working with Grimsby Institute to provide accredited units towards NVQ Level 2. The Common Induction Standards for all people working with young people are being successfully piloted by the Programmes Manager and will be rolled out across all staff in this department.

Underpinning the turbulent environment in which the Association operates is a need for excellent data management, IT infrastructure and quality assurance systems and these will be kept under close review during the coming years. The Business Development and Quality Manager, a new position from July 2008, is anticipated to have a positive impact in driving up quality.

Finally as a YMCA that is part of a wider world wide movement Grimsby and Cleethorpes must consider the organizational ethos and challenge the principles and ideas within this for suitability and relevance in a changing environment. This does not necessarily mean altering the fundamental mission but ensuring that it is applied appropriately and fairly within the context of all services offered. GCYMCA is

part of a regional, national and international movement and it is important these links are closely maintained and maximum benefit is obtained from this such as sharing good practice and innovative new ideas.

5. Services and Plans

Current Portfolio of Work

The association employs about 55 staff (38 full time equivalents) working in supported housing, community based programmes for young people, activities for children and management and administration staff.

Housing-

67 Unit Hostel at Peaks Lane-

The hostel was constructed in the 1960s and service users are provided with a room with sink. Meals are provided in the communal dining room and there is a lounge and training room with internet access. Project workers work jointly with service users to agree objectives which help to address key issues including finance, substance use, family breakdown, educational and work opportunities. Central to the process is the identification of and working towards accessing suitable move on accommodation. Strong partnership working with local agencies means professionals in health, job opportunities, education and substance use provide individual and group interventions and information for service users.

26 Unit Foyer at Orwell Street-

The Foyer was completed in 2003 and works upon a self contained model of supported housing. All the units are fully equipped with kitchens and showers and living space. As a requirement for staying here service users need to be accessing education, voluntary work or employment. The support planning system mirrors that at the hostel. Length of stay is considerably longer than peaks lane with average stays being about 12 months.

Programmes-

The department provides a range of opportunities for young people through the Pavilion drop in service at New Waltham to detached work in several areas of Grimsby and Cleethorpes. Intergenerational work helps young people have an understanding of older people in the community. Funding is often for limited periods and specific initiatives such as sexual health workers and the number and scope of initiatives is constantly changing. The work within local schools and with churches and other third sector agencies will be researched and developed throughout the next few years.

6. Fundraising

Various levels of resources have been directed towards raising unrestricted funds through local events such as golf days involving the local community and local businesses. Applications are routinely made to local and national grant giving organizations. With the increasing uncertainty surrounding statutory funding voluntary sector organizations are seeking to increase their income from other sources. Schemes such as payroll giving, gift aid and legacy are used with varying degrees of success.

Grimsby Cleethorpes and Humber Region YMCA will develop a comprehensive fundraising strategy during 2009 that will seek to maximize opportunities to involve the local community with our activities. The Association will look to increase awareness of the services provided and highlight the considerable benefits to the whole community that services provide.

Gaining income from Charitable Trusts is becoming harder with increased competition although as an organisation that works with vulnerable young people it is entirely appropriate to seek grants from trusts such as Children in Need and Comic Relief. The Association will particularly focus on obtaining funding towards further workforce development through bodies such as the Learning Skills Council and European Social Fund monies.

7. Website

Websites are an increasingly important tool for organizations in the present environment. Through increased access to internet facilities young people and potential service users use the internet as a source of seeking accommodation, understanding rules and conditions of stay and checking availability of rooms. Grimsby Cleethorpes and Humber Region YMCA will seek to provide relevant and helpful information on services through the website and maximise this tool to publicise and promote the Association.

8. Staff and Service User input into the Business Plan

Through feedback forms, discussion in staff meetings, service user meetings and individual meetings the following excellent ideas and suggestions have been offered by staff and service users.

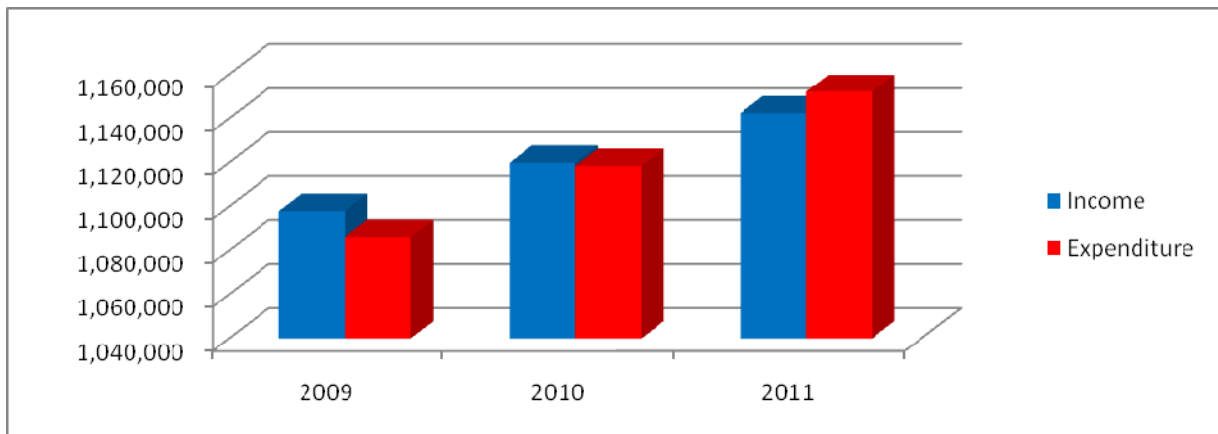
- Association Open Days to celebrate work undertaken and open to the local community
- Celebration of successful service users. (This is being actively considered including identifying opportunities for ex service users to stay involved with the Association through volunteering, employment, ambassadorial roles, mentoring, Board Membership)
- Increased use of media and mobile phones through a text service, service user intranet (social networking page and detailing activities available)
- Acquisition of accommodation to provide semi independent living for service users such as a shared house or flats
- Increased engagement with the schools and colleges, businesses and the local community to educate people about the work undertaken in the Association and improve understanding and perceptions
- Improved website facilities with downloadable application forms, project rules and license agreements available

9. Financial Plan

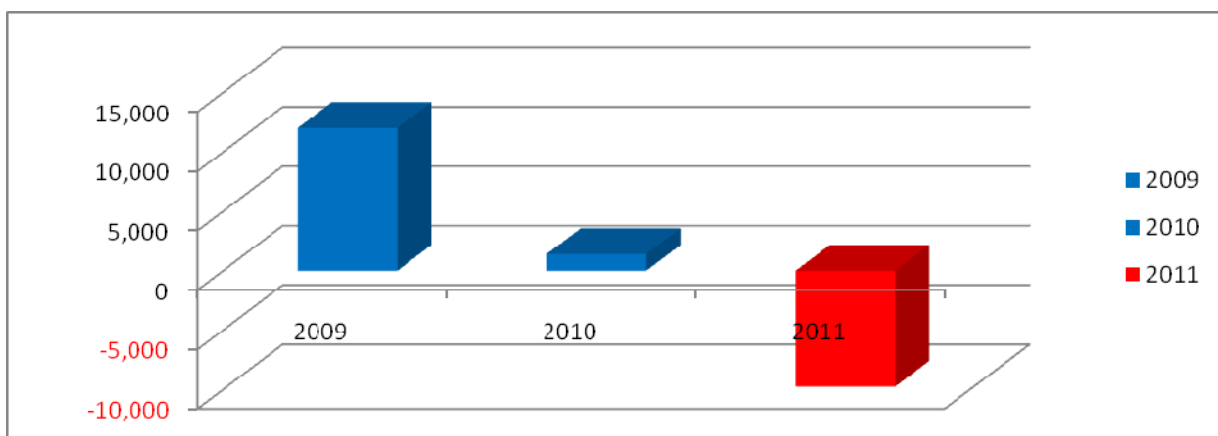
The following figures project income and expenditure and how this affects our current account. Our investment account which holds approximately 2 months operating costs is not included. Fixed assets, namely the two hostels and associated social housing grant are not included.

9.1 Financial Projections

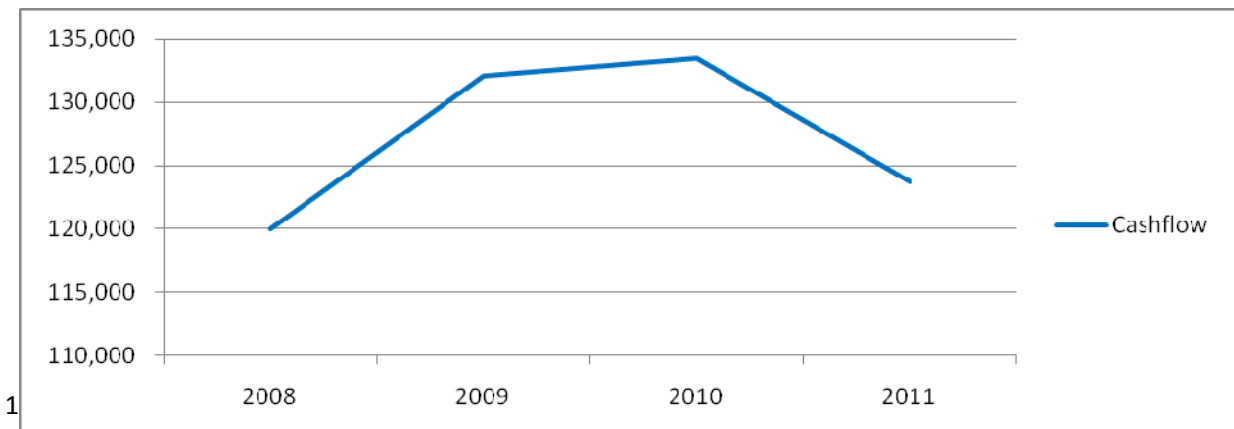
Projected Income and Expenditure



Projected Surplus / Deficit



8.2 Projected Cash flow



10. Objectives for 2009-2011

The objectives we need to achieve in 2009 are separated out into the categories below although it needs highlighting that many objectives fall into and significantly impact in several areas.

Performance Objectives	Actions	Date	Person/s Responsible
Governance Objectives			
Assess Board Effectiveness collectively & individually (identifying training requirements)	Individual Appraisals conducted by Chairman and Group review of performance at away day	Throughout Year + Away Day	Chairman and Individual Members
Strengthen Board through recruiting individuals to fill knowledge gaps	Chairman, CEO + other Board Members to target individuals Conduct a recruitment campaign for Board Members	Ongoing	Chairman + Chief Executive
Review Articles of Memorandum and assess suitability for 2008 environment	Review document to ensure legal compliance, board members familiarity & fitness for purpose	2009	Chairman, Chief Executive and Board
Ensure risks encompassing all aspects of the Association are understood and planned for	Review a section of the Risk Register at each Board Meeting	At Each Board Meeting	Chairman, Chief Executive and Board
Review direction Association takes and formulate more medium term Business Plan	Formulate a Business Plan for 3 years that reflects the changing environment	2011	Chief Executive, Chairman, Board and Management Team
Financial Objectives			
Produce surplus consistent with working to achieve Reserves Policy targets	Budget Control Process Monthly Monitoring of Accounts Contract Negotiation with Grant awarding bodies Development of Unrestricted Income Activities	Ongoing	Chief Executive Financial Controller All Management Team members All staff(increased awareness of resource issues) Board of Management
Reduce Service Charge Bad Debt to 3% of total charge collectible based on 90% Occupancy	Increased engagement by staff of service users and collection of monies owed and action taken to pursue former service users with outstanding money (New Former Service User Arrears Policy)	Review at end of 2008	Housing Manager Housing Staff Financial Controller
Reduce Housing Benefit bad debt levels to maximum 2% based on 90% occupancy	Correct fulfilment of all procedures to ensure claims are live and action taken to pursue former service users with outstanding benefit (New Former Service User Arrears Policy)	Review at end of 2008	Housing Manager Housing Staff Financial Controller
Ensure the Programmes Department becomes	Rigorous costing of all projects undertaken and negotiation of		Chief Executive Community

financially self sufficient and makes contribution to central management costs	services delivered and contracts entered into		Programmes Manager Business Development & Quality Manager All Programmes Staff
Take a Methodical and Professional Approach to Procurement	Best use of Organisational Buying Power, Contract Negotiation with Suppliers Pursue Joint Procurement Savings with other YMCAs such as Lincoln	Produce Procurement Strategy by 1.1.09	Chief Executive Business Development & Quality Manager Housing Manager Facilities Manager
Organisation Wide Operational Objectives			
	Creating an effective rolling programme of policy review	1.1.09	Board of Management to ratify Management Team and Employee Forum to approve prior to reaching Board.
Review Data Monitoring and Reports Produced	Review how data is captured and reports produced and ensure these are the best possible to evidence the outcomes and quality of our work. Chief Executive to work out the types of reports management team should be producing in order to make best informed decisions	Ongoing	Chief Executive Management Team

Quality Objectives			
Achieve Minimum of Level B in 6 Core Standards on Supporting People Quality Assessment Framework namely Needs & Risk Assessments, Support Planning, Health & Safety and Protection from Abuse.	Through Coaching & guidance modelled by Housing Manager and robust application of and review of the Self Assessment.	Through Review of the Self Assessment Results from Supporting People Validation Visits in place by 1.1.09 Level B by 1.4.09	Chief Executive Housing Manager Business Development & Quality Manager All Housing Staff
Achieve Accreditation with Foyer Federation and ongoing Accreditation with Supporting People	Ensure all Accreditation procedures and requirements are adhered to	Between Late 2008 and April 2009	Housing Manager Business Development & Quality Manager Senior Project Workers
Ensure all objectives set within Programmes and Activities fit with Every Child Matters, Every Youth Matters, Children's & Young People's Plan (CYPP) agendas and within the Local Area Agreement framework requirements	Review all work against standards	Ongoing	Chief Executive Community Programmes Manager Business Development & Quality Manager All Programmes Staff
Review all 10 standards required to achieve Investors in People Accreditation (in preparation for 2009 assessment)	Review all 10 standards required covering leadership, communication, staff development and staff involvement	Through Bi-Weekly Management Team Meetings Policy & Procedure Review(including training policy) Staff Meetings (all ongoing) Staff Attitude Questionnaire (June 2008)	All Management Team (Personnel Manager Lead) Board of Management with 1 member nominated to lead for Board?
Staff Objectives			
Implement the Human Resources Strategy	Review the effectiveness of the Strategy with input from all stakeholders	Ongoing Review HR Strategy 1.6.09	Personnel Manager to lead Chief Executive All staff to be involved
Operate the Official Employment Involvement Forum as a genuine mechanism for 2 way dialogue	Review effectiveness of Forum, progress made and work covered	Ongoing Review effectiveness and operation of forum 1.7.09	Personnel Manager to Lead Chief Executive Employee Representatives
Undertake a Staff Attitude Questionnaire and incorporate results into business where appropriate and feasible	To conduct a staff attitude questionnaire using the Employment Forum to help staff	1.1.09 Undertake Review 1.3.09 Publish Results	Personnel Manager to lead All Staff

	understand the importance of this and gain staff buy in	Analyse results and incorporate actions into business where feasible	
Facilities Objectives			
To Review IT infrastructure	Review IT Infrastructure, assess suitability for purpose and purchase appropriate equipment to support work (within budgetary constraints)	Review to be conducted by 1.4.08 for financial decision making processes	Facilities Manager to lead Chief Executive and all management team
Review Peaks Lane Site and future housing provision options	Based upon Options Appraisal conducted by Hodsons	Ongoing Options Appraisal to be conducted by 1.9.08	Chief Executive Chairman + Board Housing Manager
Health and Safety Review	To write an appropriate health and safety policy and review all procedural arrangements in place for suitability. Assess need for Health and Safety Working with Board of Management involvement.	Health and Safety Policy and Procedures to be written by 1.1.09 and reviewed continually by Management Team. Working Group requirement and terms of engagement to be discussed by Board and Chief Executive by 1.12.08	Personnel , Business Development & Quality & Facilities Managers to lead Management Team Board of Management
New Business/Development Objectives			
	<p>Bid for any new business within a 25 mile area incorporating Scunthorpe & East Riding where the work fits with current portfolio and association core values and work</p> <p>Work within the new YMCA regional strategy to be formulated in late 2008</p> <p>Explore increased partnership working with other voluntary and faith based organisations within N</p>		<p>Chief Executive Business Development & Quality Manager Other Managers Chairman + Board</p> <p>Chief Executive Chairman</p> <p>Chief Executive Vice Chairman Business</p>

	E Lincs		Development & Quality Manager
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11. Appendixes

11.1 Human Resources Strategy

Human Resource Strategy – May 2008

1. Introduction

The aim of the Human Resource Strategy is to support the achievement of the strategic plan of the Association. The objectives of the strategy are derived from the Business Plan -- 2008. The strategy considers the following aspects of HR activity and suggests specific objectives for each:

- i) Organisational Development
- ii) HR Planning
- iii) Recruitment, Retention and Motivation of staff
- iv) Staff Development & Annual Performance reviews
- v) Tackling poor performance
- vi) Communication and Consultation
- vii) Diversity

2. Overview

2.1 Over the past year, the Grimsby Cleethorpes and Humber Region YMCA went through a phase of organizational restructuring and consultation that had three broad objectives:

- i) To increase the financial effectiveness of the Association by linking job-roles to the financial outlay of the position.
- ii) To match the structure with service delivery requirements
- iii) To bring in financial parity of positions both through external and internal benchmarks.

2.2 An Associate Satisfaction Survey (ASAT survey) to discern employee feedback was conducted. In addition, the survey found out the factors that members of staff considered significant in their place of work.

2.3 The staff-handbook has been updated with relevant policies to ensure compliance with statutory requirements and to maximize organizational learning and best practice.

2.4 The structure of the Association was reviewed and the focus now is on developing positive HR policies in order to empower employees. Rewarding and Developing Staff is a critical aspect within this, and we will focus particular attention on six aspects of HR including:

- i) Recruitment and Retention
- ii) Staff Development and Training
- iii) Equal Opportunities
- iv) Review of Staffing Needs
- v) Performance Review
- vi) Tackling Poor Performance & habitual absenteeism

3. Detailed Analysis

3.1 AIM 1: Organizational Development

The HR strategy will focus on recruiting and retaining staff so that the Association can deliver diverse services to the local community. In addition, the emphasis will be on linking the HR strategies to continuous development and bringing in a positive change in the organisational culture. Effective policies and procedures, as well as systems and structures, will help cement this change. In addition, the Association will also look at getting recognition from the Jobcentre Plus to use the Positive about Disabled People symbol & move forward with retaining the IIP accreditation by the end of the year.

3.1.1 Factors to consider

I. The factors to consider include:

- vii) The most important organisational goal for 2008/9 will be to maintain the IIP standard when it comes in for review at the end of the year. A project plan is in place and progress made against the standards by implementing the IIP improvement plan will be monitored. The Association had a health check visit at the beginning of the year, where the Assessor suggested certain areas of improvement. These will also be looked into. The Association will consider achieving the Positive about Disabled People symbol by the end of 2008. The symbol will go a long way in validating the commitment the Association has made in embracing diversity.
- viii) Employees will be brought in on varied contracts including fixed term & part time contracts that reflect the period of time posts are funded for. In addition the HR policies and procedures will be reviewed on a periodical basis.
- ix) Management information will be developed further to support and facilitate organisational development.

Target	Action Plan
HR processes will be aligned support the second phase of the Association's restructuring.	Annual workforce plans will be developed with inputs from the managers in order to identify issues at an early stage.
	The Association will move ahead with getting the IIP accreditation at the end of the year. A health check has been done and I have developed an action plan that plans our road ahead.
	The Association is also looking at gaining the Positive about Disabled People symbol -- validating the commitment the Association has in embracing diversity.
Staff performance will be monitored and effective deployment of staff will be worked at closely with managers.	Contracts of employment will be reviewed to facilitate more effective staff deployment -- including looking at using more fixed term contracts if needed.
	Staff development will support managers in effective people management including diversity development, recognition and motivation, and performance.
	The logistics of introducing a staff suggestion scheme considered to capture staff creativity, innovation and talents to the full.

Image 2: Target and Action plan for Organizational Development

3.2 AIM 2: HR Planning

3.2.1 HR planning will ensure that the Association actively plans its future staffing needs and structures to ensure that it is flexible and is able to deliver the highest services to the service users and the local community. Currently, staffing needs are derived from skill shortages or driven by the requirements of our funders. There is no single systematic process applied across the Association. Such plans have a significant impact on the staffing expenditure of the Association.

3.2.1 Factors to consider

- I. Factors to consider include:
 - i) A plan for future staffing needs based on the changes in demand of services within the foreseeable future.
 - ii) Developing a broad plan to be able to achieve a diversified staffing base, ensuring equality of opportunity.
 - iii) Bringing issues identified in Investors in People assessment report and a targeted staff survey in October-November into the business plan.
 - iv) Adopting a partnership approach to the development of all HR policies and procedures, using the established Joint Consultative Committee for consultation on decisions that will/ could seriously affect members of staff.
 - v) As a matter of course the Association ensures that it meets all legal & statutory requirements. It will be ensured that future changes in the legal requirements are also incorporated within the HR structure.

Target	Action Plan
Ensuring that the recruitment targets for the Association are identified in advance.	Plan any changes in structure based on discussions with members of staff & communicate this to the Personnel Department at the end of every quarter.
	Driven by the business plan, the managers make clear projections on numbers, composition, expertise, experience and skills of staff needed for the following year initially, and the following 3 years later.
	Reduce skill dependencies, i.e. areas where expertise is concentrated on individual posts.
	Developing a formal succession plan to support future staffing needs whilst being mindful of equal opportunity issues.
Diversity in our staffing structure.	Aware of the need of diversifying staff base, but should be weighed against the reality of having under-representation of minority community within the local area as well
	Analysis of staffing data done to identify areas of under-representation. Also, develop a review and plan to attract & retain staff in areas of scarcity.
	Keep and share equal opportunities data with the Board in meetings.

Image 2: Target and Action plan for HR Planning

AIM 3: Recruitment and Retention

Recruiting and retaining staff has a cascading multiplier effect on the Association's bottom-line. As outlined above, it impacts the top-line through the expenses on recruitment and training and bottom-line by affecting the Association's ability to achieve its targets. It is thus becoming essential that Grimsby Cleethorpes and Humber Region YMCA aims to position itself locally as an employer of choice.

3.2.2 Factors to consider

- I. Factors to consider include:
 - i) In order to measure the Association's ability to recruit motivated members of staff, follow-up surveys will be undertaken with managers, measuring the performance of new recruits and thus the effectiveness of the Association's recruitment processes. It is felt that an employee's experience during the first few months' of their employment is crucial to their retention; feedback of new members of staff will be taken to discern their views of induction.
 - ii) Diversity is a critical aspect of the Association's HR Policy and regular feedback will be given to the Board on the progress in recruiting a diverse workforce, making recommendations on action and follow-up measures as appropriate.
 - iii) Senior members of staff will receive comprehensive training in recruitment and selection.
 - iv) Induction will be compulsory, ensuring that all staff, irrespective of their contractual relationship, is appropriately engaged with the Association from the earliest possible opportunity.
 - v) The effectiveness of all the above strategies and policies will be measured through regular benchmarking with other YMCA' and social housing organizations in the Higher Education and other sectors.

Target	Action Plan
Effective recruitment and retention of diverse and high quality staff will be evidenced & monitored through follow-up surveys of management and staff.	Recruitment processes reviewed to monitor effectiveness of recruitment. Aptitude testing & Competency based interviews for critical positions.
	Members of staff involved in the Recruitment and Selection process adequately trained.
	Induction programs for all staff will be compulsory
Work on making the Association the employer of choice.	Innovative policies, engaging with members of staff and bringing in participation in decision making to ensure that members of staff feel excited to work with the GCYMCA. Regular benchmarking with other organizations to bring innovative policies.
	Emphasis on developing skills and focusing on career development to increase retention.

Image 3: Target and Action plan for Recruitment and Retention

3.3 AIM 3: Staff Development and Annual Performance Reviews

Staff development is a critical goal for the Association and is based on the principle that the needs of individual members of staff need to be aligned with the requirements of the Association. Developing the skills and competencies of members of staff will help the association acquire new business and also aid in the retention of members of staff. At the same time, this needs to be weighed against the reality of finances in a small autonomous charity.

3.3.1 Factors to consider

I. Factors to consider include:

- i) An increased emphasis on achieving professional qualifications for members of staff with the training and qualifications required being decided by managers during supervision meetings.
- ii) Obtaining NVQ Level 3 and a degree in Youth Work will be promoted in particular within the Housing and Programs teams respectively. I will work closely with the Senior Management Team to identify training needs of members of staff and work at acquiring them within reasonable budgets.
- iii) Discussions with Business Link and other organisations to obtain funding for NVQ and some training requirements of SMT.
- iv) Maintenance and evaluation of the effectiveness of staff development activity will continue in a variety of ways including obtaining feedback on the training, benchmarking training being done within the other YMCA', and at an individual level through the increasing use of 360° feedback for managers.
- v) New managers will also be trained in undertaking Supervision Meetings & conducting Performance Reviews.
- vi) The existing annual review will be reviewed and revised, with the addition of agreed 'core competencies' that will be assessed and groomed by the managers.
- vii) Annual performance reviews will be reviewed so that performance review includes full-time & part-time members of staff and all receive an annual performance review by September 2008.
- viii) The appraisal done at the end of the probationary period will be based on a template piloted by the Chief Executive and Chairman.

Target	Action Plan
Ensuring that individual development needs are synchronized with the goals of the association.	Emphasis on achieving professional qualifications. Training needs identified by managers during supervision meetings.
	Obtaining NVQ Level 3 in Housing & Social Care and Youth Work promoted within Housing & Programs respectively. Work with SMT to identify training needs & and work at acquiring them at a reasonable cost.
	Collect feedback to monitor effectiveness of external training. Also benchmarking training being done within the other YMCA'.
	Induction programs for all staff will be compulsory
Ensuring effective supervisions & timely annual reviews.	First time managers trained in Supervision Meetings & conducting Annual Reviews
	Annual reviews completed by September 2008.
	The appraisal done at the end of the probationary period based on a template discussed with the Chief Executive.
	Existing annual review revised, with the addition of agreed 'core competencies' that will be assessed and groomed by the managers.

Image 4: Target and Action plan for Staff Development and Annual Performance Reviews

3.4 AIM 5: Tackling poor performance

It is important to tackle poor performance in members of staff proactively as it has a deep impact not only on the Association's performance but also on the morale and performance level of other employees in the team. It is thus important that line-managers and the members of staff are able to identify poor performance and work together to resolve such issues. The other aspect of managing poor performance is educating managers in acknowledging and perhaps futuristically rewarding exceptional performance in order to create 'role-models' and aspirations within the team.

3.4.1 Factors to consider

I. Factors to consider include:

- i) Managers are educated to identify poor performance & conduct in their team. In addition, the managers need to deal with it proactively and immediately. Performance monitoring also needs to include recognition of exceptional performance.
- ii) It needs to be ensured that the member of staff has been given adequate opportunity for learning and access to training to gain the requisite skill.
- iii) A disciplinary meeting may be considered if the performance is not reaching desired levels despite a formal work review and a supervision meeting. I will advice and help the manager prepare the case for the disciplinary meeting. The meeting will focus on outcomes and improving performance through continuous monitoring.
- iv) The Personnel department is made aware of any absenteeism within the team immediately to ensure robust data collection. Trends in absence are communicated to the respective manager and statistics showing the macro-level picture to the Chief Executive. Absence monitoring also to be done using the Bradford Factor so that trends in absence are flagged-up to line-managers before they become a serious area of concern. In addition all employees joining back work after leave will have a back-to-work interview with their line-managers.
- v) Employees who have been on leave for longer than a month will be contacted to check if they are likely to go on long-term sick-leave. In this case it will also be checked if the employees will be able to fulfil contractual obligations of the company even if reasonable adjustments are made.
- vi) The target is to reduce sickness absence to 5% in 2008, 3% in 2009 and to 1.5% thereafter.

Target	Action Plan
Tackling poor performance and rewarding exceptional performance.	Improving performance & conduct done through work reviews initially and a formal disciplinary subsequently. The meetings to focus on outcomes and performance.
	Line-managers tackle poor performance, inappropriate conduct & failure to achieve objectives formally and promptly.
	Staff to be aware of the level of performance which is recognized as excellent and seek to achieve it. Also, have access to training if needed.
	Managers to be aware members of staff may be dismissed if they are unable to meet targets despite the measures outlined above.
Managing absenteeism	Line-managers communicate absences to ensure robust data collection. This to be monitored along with timesheets to ensure accuracy of data.
	Absence monitoring done using Bradford Factor & trends communicated to line-manager. All employees to go through a back-to-work interview.
	The target is to reduce sickness absence to 4% in the first year and to 2.5% thereafter.

Image 5: Target and Action plan for tackling Poor Performance

3.5 AIM 6: Communication and Consultation

Establishing effective formal and informal channels of communication with all members of staff enables all views to be heard and considered whilst also replacing gossip and hearsay regarding strategic and business developments with measured communication.

3.6.1 Factors to consider

The factors to consider include:

- i) Forming an Employee Involvement Forum as a genuine mechanism for two way dialogue, based on an identified goal within the Business Strategy.
- ii) Looking at various mechanisms for communicating in order to ensure upward communication, sharing information between the different departments, and a need to ensure that information is passed through to all levels.
- iii) Ensure that staff has access to policies and procedures and their views are considered before significant business decisions are taken.
- iv) Conduct an Associate Satisfaction Survey (ASAT survey) to consider employee feedback and discern employee morale levels.

Target	Action Plan
Effective communication with staff so that staff feels informed, empowered and engaged.	Strengthen methods of face-face dialogue including team meetings and cascade meetings and share performance of the team against targets through reports mailed regularly.
	Updated staff handbook made easily accessible. Also, newsletters brought out quarterly.
	Written communication from the Chief Executive or the SMT on significant issues.
	Forming an Employee Involvement Forum to involve employees in decision making.
Involving staff in decision making	Using the ASAT survey (planned for October 2008) to collect feedback from members of staff on motivation level and key business decisions. Developing an action plan to reduce the pain-areas.
	Increase dialogue with Joint Consultative Committee.

Image 6: Target and Action plan for Communication and Consultation

3.6 AIM 7: Diversity

Grimsby Cleethorpes and Humber Region YMCA believes in embracing diversity and endeavours to create an environment where all employees maximize their potential and their contribution to the Association. Whilst specific equality targets are not considered as critical for us at this point because of the demographics of the local community, we are able to attract a diverse mix of applicants for various positions and this data is continuously monitored. In addition, we will also look at getting recognition from the Jobcentre Plus to use the Positive about Disabled People symbol.

3.7.1 Factors to consider

I. The factors to consider include:

- i) Analyses of equal opportunity statistics will be presented to relevant groups, including the Board and the Senior Management Team. This analysis will be used to direct policy development and positive action interventions across all strata of staff employed in areas including race, gender, disability and age.
- ii) All changes in the statutory guidelines on managing diversity will be incorporated, as has been done in the past, and staff educated on these changes so that the staff is aware of changing guidelines and works in accordance with that.
- iii) An annual staff-survey is also being considered in October- November 2008 to assess the Association's "health" in areas including diversity management.
- iv) Getting recognition from the Jobcentre Plus to use the Positive about Disable People symbol.
- v) Reasonable adjustments are made in order to ensure that the staffs are able to contribute effectively towards the goals of the Association.
- vi) Staff will be trained on equality and diversity to ensure that they are able to promote the Association's philosophy of embracing diversity.

Target	Action Plan
Continuous monitoring of the workforce profile will show improvement in diversity at all levels on all criteria.	A diversity strategy already exists with specific references to initiatives including gender, race, disability and age already exists. This will be updated to reflect changes in statutory guidelines.
	Periodical reports analyzing the profile of the workforce & applicants for various positions will be produced and discussed with the senior management team and the Board.
	The demographics of the Association will be compared and monitored to the demographics of the local community periodically.
Managing Diversity within the Association	Reasonable adjustments, based on a risk assessment will be made so that staff is able to contribute effectively towards the goals of the Association.
	Get recognition from the Jobcentre Plus to use the Positive about Disabled People symbol.
	Periodical training of the staff on equality and diversity will be done to ensure that they are able to promote the Association's philosophy of embracing diversity.

Image 6: Target and Action plan for Diversity

3.7 AIM 7: Organizational Development

The HR strategy will focus on recruiting and retaining staff so that the Association can deliver diverse services to the local community. In addition, the emphasis will be linking the HR strategies to continuous development and bringing in a positive change in the organisational culture. Effective policies and procedures, as well as systems and structures, will help cement this change. In addition, the Association will also look at getting recognition from the Jobcentre Plus to use the Positive about Disabled People symbol & move forward with getting the IIP accreditation by the end of the year.

3.7.1 Factors to consider

I. The factors to consider include:

- i) The most important organisational goal for 2008 will be to maintain the IIP standard when it comes in for review at the end of the year. This will require a project plan and charting out the progress made against the standards by implementing the IIP improvement plan. The Association had a health check visit at the beginning of the year, where the Assessor suggested certain areas of improvement. These will also be looked into.
- ii) The Association will investigate the Positive about Disabled People symbol by the end of the next quarter. The symbol will go a long way in validating the commitment the Association has made in embracing diversity.
- iii) The greater use of volunteers will be explored and job rotation opportunities
- iv) Employees will be brought in on varied contracts including fixed term & part time contracts.
- v) The HR policies and procedures will be reviewed on a periodical basis.
- vi) Management information will be developed further to support and facilitate organisational development.