

# STRATEGIC PLAN

**2021 – 2024**





# WELCOME TO OUR STRATEGIC PLAN

YoMo is Glasgow's youth empowerment charity; creating opportunities for young people (aged 12 to 25) to become more independent and resilient through lifelong learning, active citizenship, and personal development.

Since 2005 we have successfully supported young people to become more independent, resilient, and aspirational using our youth empowerment and engagement approaches that seek to ensure young people are able to influence decisions that have an impact on their lives.

This strategy sets out the role, direction, and priorities of YoMo for the next three years. The goals set out in the strategy will be delivered through our annual action plans.

#### **Our Vision -**

for young people to share their future by shaping their community.

#### **Our Mission -**

To enable young people to empower themselves through active citizenship, volunteering, and lifelong learning.

#### **Our Added value -**

We act as an enabler.  
Build the capacity of others.  
Engender lasting changes within communities.



# ACHIEVEMENTS

# AT YOMO!



**2008**

The Charity adopts the name YoMo (Young Movers) and diversifies the services it provides to better meet the needs of young people.

**2011**

Establishing the Youth Achievement Award Programme across Glasgow

**2015**

Expanded YouthBank and Peer Education services into the North West and creating stronger links with the Glasgow South YouthBank

**2017**

Achieved Gold in Investors in Young People Award recognising the role young people have within YoMo and our Silver LGBT Chart Award

**2019**

Young People Coproduced the YoMo Positive Mental Health Event and the Youth Achievement Award school programme started

**2009**

YoMo expands its services further across North East Glasgow providing YouthBank services across the area.

**2012**

Established our Anti-Bullying Programme while developing the Peer Education Program

**2016**

Launched the Young Leadership Volunteering Programme and become the first third sector organisation with the Volunteer Charter Accreditation in Glasgow.

**2018**

Development of the Health Champion Project in partnership with the NHS Health Improvement Team (HIT) supporting young people to look at health differently

**2020**

Winners of the YouthLink Scotland Mental Health & Well Being Award for the Youth Health Champion Project Successfully adapted our services to support families in crisis due to the effects of the COVID-19 Pandemic



# OUR VALUES

We respect differences and develop understanding between people



We support young people to co-design their community



Our work is dependent on meaningful partnership working



It is important for your mental health & wellbeing to take some time out of your day to reflect and relax



We celebrate the achievements of young people



We offer young people a holistic service of support



We add to the skills, knowledge and confidence of young people

We are proactive in breaking down barriers to participation

We support young people's journey into work and learning





# THE SERVICES THAT WILL ACHIEVE OUR STRATEGIC PRIORITIES

## Health Champions

Working in Partnership with the local NHS North West Glasgow (HIT). We have created a volunteering opportunity for young people to explore their world of Health and what this means for them and their community. Using the HIC training pack young people are supported to develop their understanding of health with the support of information and resources from the (HIT) team.

Young people are then given the freedom to develop a project around a topic of their choosing.

So far groups of Health Champions have created Mental Health Events, Blogs on Body Image, information packs & workshops around Homelessness, and delivered workshops to teachers on the effect of Poverty on Health.

## Employability Work

YoMo is a host organisation for Glasgow's Young Person's Guarantee Programme providing meaningful volunteering opportunities linked to employment.

YoMo provides Modern Apprenticeship (MA)/ Training placements through Community Job Scotland, Glasgow Guarantee, and other MA opportunities.

YoMo deliver Employment Programmes in Secondary Schools in Glasgow build young people's skills and confidence to seek employment/college place. YoMo support local schools, Princes Trust Team Programme & Street League with student placement opportunities

## Walking & Talking

The Walking & Talking programme evolved over the time of the pandemic as the needs of young people changed due to increased social isolation and the lasting effects of the pandemic.

Walking & Talking is a programme to support young people who are socially isolated and need a listening ear. The programme has a youth work approach in that workers engage with the young person on their level ask open ended questions and encourage the young person to engage in conversation about their lives, supporting the young person to reflect on their feelings, emotions, and encouraging solution focused outcomes for themselves.

## Transition Workshops

We work with local secondary schools to provide Transition Workshop groups linked to the school. These groups work with the 1st & 2nd year students (outside of school hours) to provide them with confidence building and engagement activities. These activities support young people to build their confidence to access other community groups in their area. The group build the young persons knowledge and understanding of their community.

Young People work through the Awards programme to increase their participation within their community.

## Young Leaders Initiative

We recruit and support young volunteers who can participate in any of our other projects and other external volunteering opportunities. To do this we work closely with local and national volunteering organisations such as: Volunteer Glasgow, Achieve More Scotland, Glasgow Kelvin College, Peek and Scottish Sport Futures.

Within YoMo, our Young Leaders are supported into leadership roles, and support the development and delivery of our programmes, co-facilitating within these programmes. The young leaders build the capacity of YoMo supporting with recruitment of new volunteers, planning events and fundraising.

## YouthBank & Participatory Budgeting

YouthBank is an innovative grant-making initiative managed by young people for young people. Through YouthBank young people can explore opportunities not normally open to them, handling decisions about money, having the power to make changes within their community and working alongside adults. YouthBank supports young people to build their skills, knowledge and confidence whilst improving their community for the benefit of others.

YouthBank serves a dual purpose – not only benefiting the young volunteers, but also those applying. Young people applying will learn many skills such as form filling, research, budgeting and interview skills. These young people have the opportunity to create a project and take ownership of this for their own learning and the benefit of the wider community.

## Youth Achievement and Dynamic Youth Awards

YoMo is one of the busiest agencies operating the Youth Achievement Awards (YAA) and Dynamic Youth Awards (DYA) in Scotland and supports voluntary sector organisations from across Glasgow deliver the awards in a community and youth work setting. The Youth Achievement and Dynamic Youth Awards are peer assessed awards that recognise the achievements of young people.

YoMo delivers YAA & DYA with a number of Glasgow secondary schools who support young people develop life & soft skills while achieving a Nat 3 or 4 Award.

We support Princes Trust Team programmes with Well Being sessions and DY awards.

## Peer Education

Peer education is an approach that empowers young people to work with other young people. By means of appropriate training and support, the young people become active players in the educational process rather than passive recipients of a set message. Our peer education programme offer young people opportunities to develop workshops and information sessions around the issues that affect them and share this information with their peers.

So far, our peer educators have developed workshops on anti-bullying, Positive Mental Health and Gambling Awareness and deliver these workshops in local schools, youth clubs and other community settings whilst also gaining accredited qualifications.





# OUR STRATEGIC PRIORITIES FOR THE NEXT THREE YEARS

Young people have increased skills, knowledge and confidence.	Young people have more opportunities to use their skills to benefit their community.	Young people will benefit from increased services that better meet their needs
<ul style="list-style-type: none"> <li>90 young people will gain formal qualifications because of their participation in Health Champions Project</li> <li>90 young people will gain formal qualifications as a result of their participation in the Peer Education Project.</li> <li>45 young people will participate in the Young Leadership Project.</li> <li>1,200 young people will gain a Dynamic Youth Award</li> <li>300 young people will gain a Youth Achievement Award</li> <li>260 young people will have improved mental health through support from Walk &amp; Talks</li> <li>240 young people will have increased their employment prospects through participating in one of YoMo employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>120 young people will complete the Health Champions process.</li> <li>12 new activities/workshops will be developed by Health Champions due to their increased understanding of Health Issues in the community.</li> <li>150 young people will be trained as Peer Educators.</li> <li>A total of six workshops that will be developed by Peer Educators on issues and topics that are relevant and meaningful to young people.</li> <li>45 young people will participate in volunteer and leadership opportunities within YoMo.</li> <li>45 young people will participate in volunteer and leadership opportunities elsewhere in their community.</li> <li>30 organisations will benefit from young people volunteering within their service as part of their accredited award work.</li> <li>260 young people will feel part of their community by taking part in the Walk &amp; Talk</li> <li>240 young people will successfully contribute to their community through employability opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>6 new resources will be created to increase young people's awareness of health issues.</li> <li>6 events will be created to promote young people's health issues.</li> <li>2,000 young people will have attended an event or taken part in an awareness session.</li> <li>200 Peer Education workshops will be delivered.</li> <li>2,000 young people will attend a peer education workshop.</li> <li>15 organisations will benefit from volunteer placements as a result of the Youth Leadership Project.</li> <li>Youth Leaders will commit a total of 30,000 hours towards the delivery of services within their community.</li> <li>150 youth workers and volunteers trained and supported to deliver the Dynamic Youth and Youth Achievement Awards within their community.</li> <li>260 young people will have local access to mental health support</li> <li>240 young people will have access to bespoke employability opportunities</li> </ul>

# THE ACTIONS WE WILL TAKE TO ACHIEVE OUR STRATEGIC PRIORITIES

<p><b>Employability Work</b></p> <ul style="list-style-type: none"> <li>Work with local schools &amp; employability programs to provide employment placements or opportunities within YoMo for local young people.</li> <li>Provide a wide range of informal and accredited training opportunities to increase young people's employability skills.</li> <li>Provide volunteering opportunities linked to developing young people's employability skills through Young Person Guarantee &amp; Kick Start programs.</li> <li>Support young people into their next step to employment through expanding the range of partner organisation and local employers.</li> <li>Monitor, evaluate and track young people's progress through these steps.</li> </ul>	<p><b>Peer Education Project</b></p> <ul style="list-style-type: none"> <li>Recruit young people as Peer Educators</li> <li>Provide a wide range of informal and accredited training opportunities for young people so they can become skilled and confident facilitators, leaders and educators.</li> <li>Continually offer a comprehensive programme to Peer Educators developing their knowledge and understanding of community issues.</li> <li>Provide ongoing support to Peer Educators so they are able to develop and deliver meaningful and informative workshops.</li> <li>Expand the range of partner organisations supporting the delivery of Peer Education opportunities within their organisation.</li> <li>Monitor, evaluate and celebrate the impact of the Peer Educators work.</li> </ul>
<p><b>Young Leaders Initiative</b></p> <ul style="list-style-type: none"> <li>Promote personal development opportunities to young people and recruit them for leadership roles within YoMo and the wider community.</li> <li>Provide comprehensive one-to-one and group work support so they can effectively transition into a leadership role.</li> <li>Provide a standard package of training to all Leaders including: child protection, decision making and leadership skills.</li> <li>Accredit the learning of young people through our accredited learning opportunities, including the Youth Achievement Awards.</li> <li>Expand the network of organisations providing leadership opportunities to young people participating in the initiative.</li> <li>Celebrate the achievements of Young Leaders and encourage them to act as ambassadors for active citizenship within their community.</li> </ul>	<p><b>Youth Achievement Awards &amp; Dynamic Youth</b></p> <ul style="list-style-type: none"> <li>Continue to support and champion the delivery of the nationally recognised Dynamic Youth and Youth Achievement Award programmes within the third sector across Glasgow.</li> <li>Manage the accreditation of the programme qualification across Glasgow.</li> <li>Provide an ongoing programme of training and support to workers and volunteers so they have the skills, knowledge and confidence to deliver the programmes within their community.</li> <li>Support community organisation to develop a infrastructure that enables them to deliver the programme effectively within their community.</li> <li>Champion the attainment of young people participating in the programme through regular celebration events.</li> </ul>
<p><b>Health Champions</b></p> <ul style="list-style-type: none"> <li>We will use an assess based approach to increase young people's awareness of health issues in their community.</li> <li>We will work with young people to increase their awareness of young people's mental &amp; physical health.</li> <li>Support young people to co design local health services and co-produce local health events and resources.</li> <li>Accredit young people through the Health Issues In the Community training pack.</li> <li>Young People will have access to the vast amount of NHS resources to increase their knowledge of young health issues.</li> <li>Work in partnership with North East Health Improvement Team to delivery the Health Champ programme.</li> </ul>	<p><b>YouthBank &amp; Participatory Budgeting</b></p> <ul style="list-style-type: none"> <li>Young people participation within their community will be increased through developing and delivering YouthBank &amp; Participatory Budgeting programs</li> <li>Create personal development opportunities for Young Grant Makers.</li> <li>Continue to hold regular meetings across the north west and north east of Glasgow for young people to review and assess applications.</li> <li>Provide a wide range of informal and accredited training.</li> <li>Host grant giving nights within the community so that our committees are accessible to local young people.</li> <li>Run Live Grant Giving events in order to celebrate the work of young people receiving grants and to inspire and promote others to apply.</li> <li>Continue to allocate funding in a transparent, fair and inclusive way.</li> </ul>
<p><b>Tannahill Volunteering Project</b></p> <ul style="list-style-type: none"> <li>Recruit Young People for the Tannahill Volunteer project</li> <li>Support Young People from Ferguslie Park to engage in volunteering with the Ferguslie area.</li> <li>Deliver training and support other young people volunteering with in the area in Fist Aid, Peer Education and Anti Bulling.</li> <li>Engage young people in creating activities for other young people and families to enhance their skills and knowledge.</li> <li>Support young people to achieve Youth Achievement Awards</li> <li>Training young people in consultation skills to consult on the needs of young people about their area and services.</li> <li>Celebrate the work and volunteering of young people.</li> </ul>	

# THE STRATEGIC CONTEXT WITHIN WHICH WE OPERATE

<b>Developing the Young Workforce</b>	YoMo will strive to provide a relevant work educational experience for our young people. It is about all of us valuing and understanding what a rich blend of learning there is including vocational education.
<b>Glasgow City Council's Strategic Plan</b>	We will contribute to the Strategic plan by providing better skills for Glaswegians to create a more confident and competitive workforce in the city; we will help build strong and resilient neighbourhoods and communities; we will contribute to the work of tackling poverty and deprivation; provide relevant and affordable services to young people and deliver local services and neighbourhoods informed by their views, and we will contribute to Glasgow's high quality learning infrastructure through our participation in local learning networks.
<b>No One left behind</b>	Our volunteering and employability programs support a person-centred system that is more flexible and responsive to the changing labour market which tackles inequalities and grows Scotland's economy .This is required now more than ever as we shape our collective economic and wellbeing response to the current public health crisis.
<b>Volunteering Charter</b>	We will expand our volunteering opportunities within our organisation by developing our Young Volunteers Project and ensure these opportunities are accessible to all sections of the community, and that our volunteers reflect the demography of Glasgow as a whole.
<b>National Youth Work Strategy</b>	Over the life of this strategy our work will help deliver the outcomes of the National Youth Work Strategy. Our youth empowerment approach will ensure that young people and their contributions are respected and valued within their community, whilst our services are delivered in such a way that young people's contributions are valued and that they are supported to record and articulate their own learning. As an organisation we will continue to ensure our services are accessible and inclusive and that we demonstrate the impact of our work.
<b>GIRFEC</b>	Our work contributes to the Getting It Right For Every Child (GIRFEC) policy with a significant emphasis on the Achieving, Nurtured, Respected, Responsible and Included indicators.
<b>Curriculum for Excellence</b>	Our work contributes to the four capacities through our accreditation of life-wide learning (successful attribute), personal development and empowering approach (confident individuals), our provision of volunteering opportunities (responsible citizens) and our promotion of team work, problem solving and youth leadership (effective contributors attribute).
<b>Community Empowerment</b>	YouthBank provides young people with accredited skills, knowledge and confidence to manage and participate in community budgeting activities. All of our programmes provide young people with the opportunities to participate in community planning and contribute to the Local Outcome Improvement Plans in a practical way that is meaningful to them.

# WHY THERE IS A NEED FOR OUR SERVICE

<b>Poverty</b>	<p>While levels of deprivation in certain parts of Glasgow, according to the Scottish Index of Multiple Deprivation (SIMD) have reduced slightly from 2016, overall child poverty across the city has continued to rise. Extrapolating from national forecasts by the Institute for Fiscal Studies forecasts would suggest that by 2021, child poverty, without any additional intervention (locally or nationally) could increase from 34,000 to around 50,000 children in Glasgow.</p> <p>As recently as October 2020 a report on child poverty by Loughborough University, estimated that there had been rise in children living in poverty in Glasgow of more than five and a half thousand children in the last four years. This level of increase in child poverty presents a real challenge to the city especially in these austere times and the continuing impact being felt across the city following the COVID-19 virus pandemic and its effect on families since March 2020. The introduction of lockdown prevented services from being fully operational and some elements of support services and projects were paused.</p>
<b>Attainment</b>	<p>Disadvantaged pupils tend to have lower educational attainment compared with their peers; this is often called the 'disadvantage gap'. School closures, as a result of the COVID-19 pandemic, are likely to have widened the disadvantage gap. This is because disadvantaged pupils tend to have less access to technology, spend less time learning and have reduced support from parents/carers compared with their peers.</p>
<b>Employment</b>	<p>Since the start of the pandemic there has been a large increase in unemployment and a large fall in employment for young people aged 16-24. Comparing the latest quarter, October-December, with the pre-pandemic quarter of January-March 2020:</p> <ul style="list-style-type: none"> <li>• Unemployment for young people has increased by 66,000, a 13% increase. The increase for men was 45,000, a 15% increase, while the increase for women was 12,000, an 10% increase.</li> <li>• The unemployment rate has increased to 14.2% from 12.1%.</li> <li>• The number of young people in employment has fallen by 284,000, a 7.5% fall. The fall for men has been larger, with employment levels falling by 9% for men and by 6% for women.</li> <li>• 189,000 more young people have become economically inactive.</li> </ul> <p>The number of people aged 16-64 claiming unemployment related benefits has increased by 271,000 from January 2020 to January 2021, an increase of 120%.</p> <p>Those who have been unemployed in their youth, experience long-term negative impacts on their career development, earnings, wellbeing and health (Hammarström &amp; Janlert 2002; Bell &amp; Blanchflower 2011; Dieckhoff, 2011).</p> <p>These effects can be felt for many years with individuals experiencing the 'scar of youth unemployment' when they are in their 40s (Gregg &amp; Tominey 2005). Furthermore, young people, particularly from disadvantaged backgrounds, can become trapped in 'poor jobs' or 'poor work' throughout adulthood (Green &amp; Owen 2006; MacDonald 2011).</p>
<b>Volunteering</b>	<p>Volunteering as a measure of social participation, is lower in Glasgow than in most other Scottish cities as well as in comparison to the cities of Liverpool and Manchester.</p> <p>In Glasgow, over 70% of survey respondents have a positive perception of reciprocity and trust - 77% for reciprocity and 73% for trust. Positive perceptions of reciprocity and trust are highest in the least deprived parts of Glasgow and lowest in the most deprived areas. In comparison to Liverpool, levels of perceived reciprocity were lower in Glasgow and comparable to those in Manchester. Levels of trust were lower in Glasgow compared to both Liverpool and Manchester.</p> <p>In Glasgow, the vast majority of residents rate their local neighbourhood as a good place to live (87%, 2012) but this is lower than in Scotland's other major cities and is also lower among people living in most deprived communities (78%)</p>



# THE COSTS INVOLVED IN MEETING OUR STRATEGIC OBJECTIVES

Since our 2017 -2020 Strategic Plan we have maintained financial support from Glasgow City Council, with council grants making up 20% of our projected funding package in 2021/2022. We have increased our Income Generation to 20% in 2021 up from 8% in 2017.

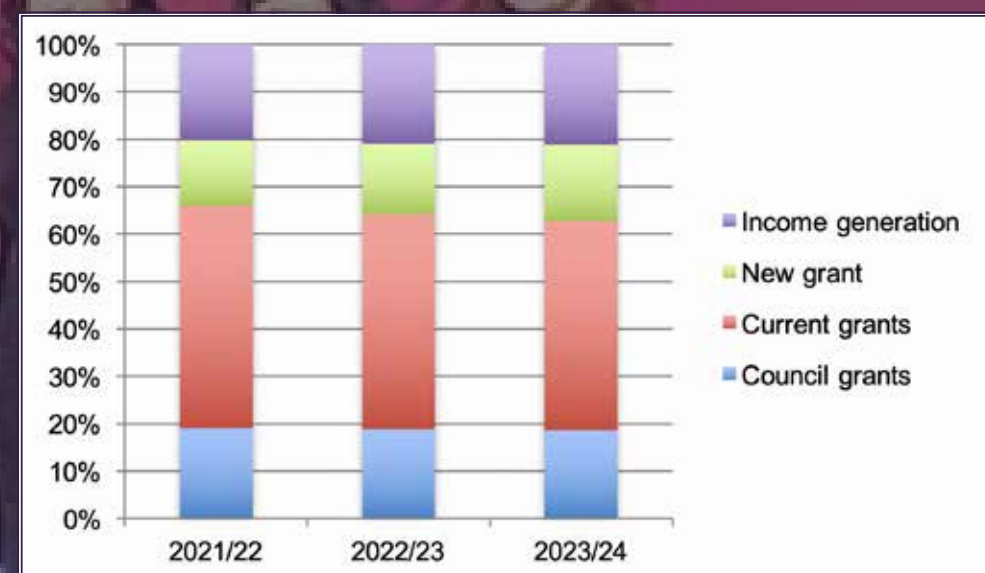
In addition to continuing this trend of reducing our reliance on core council grants and increasing our Income Generation, during the life of this strategic plan we will increase our financial sustainability by:

- Adopting a Fundraising Strategy to raise approximately £50,000 every financial year.
- Continue to target multi-year funding opportunities, enabling us to attract skilled and dedicated staff, focus on the delivery of service and the measuring long-term impacts.
- Manage risks relating to fundraising, finance and governance.

Staff costs have increase due to increase in staff members and our youth employability programs.

In the next year we are working towards becoming a SQA registered centre and develop our mental health services by creating a new Your Resilience programme. These services are in response to the changing needs of young people due to the impact of the governments Covid 19 restrictions on their life's.

## Breakdown of funding sources



## Overview of three-year budget

Item	2021/22	2022/23	2022/23	Total
Staff costs	£168,318	£185,149	£203,674	£557,141
Administration costs	£12,952	£14,247	£15,671	£42,870
Building & equipment	£8,822	£9,704	£10,674	£29,200
Programme Costs	£71,230	£78,353	£86,188	£235,771
<b>TOTAL</b>	<b>£252,500</b>	<b>£287,453</b>	<b>£316,207</b>	<b>£856,160</b>





## Young Movers is Glasgow North East & North West Youth Empowerment Service

YoMo offers training for staff and volunteers on:

Youth Achievement Awards, Dynamic Youth, how to become a Leadership, Mental Health & Well Being, Peer Educator.

We provide Youth Achievement Award programmes in school & colleges.

If you require more information on any of these training programmes please contact our Development Officer:

**Caitlin@yomo-online.co.uk, 07468498596**

**Website [www.yomo-online.co.uk](http://www.yomo-online.co.uk)**

**Facebook [www.facebook.com/YoungMoversGlasgow](http://www.facebook.com/YoungMoversGlasgow),**

**Twitter@YoMoGlasgow**

**Our Project Manager Linda McGlynn is available to discuss all the services or details within our Strategic Plan on 07796464442 or [linda@yomo-online.co.uk](mailto:linda@yomo-online.co.uk)**

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