

ENRICHING YOUNG LIVES



BLGC
STRATEGIC PLAN
2022 -2027



WHAT'S
INSIDE...

FIVE YEAR STRATEGIC PLAN

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WELCOME

**+ TO OUR STRATEGIC PLAN
FOR 2022 TO 2027. SINCE 1889
OUR DEDICATED STAFF AND
VOLUNTEERS HAVE BEEN
WORKING TO IMPROVE THE
LIVES OF CHILDREN AND YOUNG
PEOPLE ACROSS BOLTON.**

WELCOME

BLGC is an innovative, dynamic and progressive children and young people's charity based in Bolton. Our vision and mission is "to enable children and young people, especially those from disadvantaged backgrounds, to live happier, healthier and positive lives by providing somewhere to go that's safe and modern, something to do that is inspiring and engaging, and someone to talk to when they need it the most".

Open seven days a week, 51 weeks of the year, we provide a vast array of opportunities to improve the lives of over 3,000 active members through high quality universal open access play, youth and sport provision and a range of bespoke targeted services working on a referral only basis. We operate across four sites, employ over 100 people and have the support and commitment of over 200 volunteers. In 2022 we re-open our state of the art youth facility, following a major £2.4m capital investment programme. We are ready for our next phase.

So from our strong foundations we plan to reach, engage, support and where necessary protect even more children. Our ambition is to reach every child in Bolton who may need us. This plan describes our strategic priorities over the next five years. We believe it is ambitious, courageous and innovative. We believe it needs to be if we are to meet our goals.

We intend to work alongside children, young people and families, communities and partners to design, develop and deliver accessible, universal services and targeted early support services and bespoke non clinical therapeutic services across Bolton and will continue to work to amplify the voices of the children we support to influence change.

We will work with compassion to increase our impact on the lives of as many children and families who need us, so they can develop the warm, supportive relationships that they need to help them lead safe, happy and fulfilling lives. As well as building the resilience of our beneficiaries we want to build the resilience of our organisation so we are fit to meet the challenges ahead. We will be streamlined, flexible, responsive and financially secure, responsibly increasing our own income to help us to continue to grow.

Over the next decade, we want to build on our achievements. We want to support more of the most vulnerable children and young people than ever before. We want to help them overcome the challenges they face and move towards a bright, happy future. We also want them to have fun!

Our five year strategic plan is just the start of the journey. We hope that you'll join us..

Karen Edwards OBE
Chief Executive

Dave Singleton
Chair of the Trustee Board

THE
BLGC WAY

- VISION & VALUES -

WISI





**EVERY YOUNG PERSON IN
BOLTON HAS THE OPPORTUNITY
TO BE THE BEST THEY CAN BE**

O

M





OUR MISSIONS



**WE WILL PROVIDE GREAT
PLACES TO GO, POSITIVE THINGS
TO DO, AND PEOPLE THAT CARE.**

SSION

DRIVEN

WE ARE FOCUSED, WE
DON'T GIVE UP AND WE
DO WHATEVER IT TAKES

CARING

GENUINE PEOPLE MAKE
THE DIFFERENCE, YOU
CAN'T PAY PEOPLE TO
CARE

+ **VWA**

EMPOWERING

WE ENABLE PEOPLE TO BE THE BEST THEY
CAN BE AND GO ABOVE AND BEYOND
CONVENTIONAL LIMITS

EXCELLENCE

WE AIM TO DELIVER THE HIGHEST STANDARDS OF SERVICE AND CONTINUOUSLY IMPROVE THROUGH ROBUST QUALITY ASSURANCE AND INNOVATION

WES

FUN

IF YOU ENJOY WHAT YOU DO, YOU DO IT BETTER!
WORK IS SERIOUS AND WE DO IT WITH A SMILE ON OUR FACE



A circular graphic with a white center. The background of the circle shows a young child with blonde hair looking down at a large, cooked salmon. The child is wearing a grey sweater. The salmon is on a wooden cutting board. The text is centered in the white circle.

2022-2027
5 YEAR

- STRATEGIC PLAN -

OUR
A M B I



INCREASED OPPORTUNITIES AND OUTCOMES FOR MORE CHILDREN AND YOUNG PEOPLE ACROSS BOLTON

Over the next five years we will increase the number of children and families we reach annually.

To create better opportunities and outcomes for more Bolton children and young people we need to be strategically focused and have absolute clarity on how we will achieve our ambition.

We're committing to three strategic goals that will help us do just that, over the next 5 years we will work with children, young people, and their families through a range of Universal provision and Targeted Services.

T I O N



STRATEGIC GOALS

ONE



IMPROVED PHYSICAL, EMOTIONAL AND MENTAL WELLBEING

Providing opportunities for children and young people to take part in stimulating and inspiring opportunities and activities that improve the physical, emotional and mental wellbeing will underpin our curriculum model through our universal open access provision programmes. Our provision will transform young lives through sport and physical activity, emotional health and wellbeing services and bespoke non clinical mental health provision.





STRATEGIC GOALS

TWO



STRONGER AND RESILIENT CHILDREN AND YOUNG PEOPLE

We want Children and young people to thrive with the love and support of their families and carers. But sometimes they come up against challenges or adverse experiences that makes this difficult . Through our broad provision and by working with external partners we will support them to overcome these challenges and help families build on their strengths



A person is climbing a wooden rock wall. The wall is covered in various colorful climbing holds (red, green, blue, orange). The climber is wearing a black t-shirt, blue shorts, and a climbing harness. They are reaching up with their right arm to grab a hold. The background is a warm, orange-yellow color.

STRATEGIC GOALS

THREE



INCREASED CONFIDENCE AND ASPIRATIONS FOR A POSITIVE FUTURE

We want young people to have the best chances early in life in order for them to achieve their full potential in later life. It can be hard for some to access the right support to get them started and many experience setbacks which they struggle to move on from. We will provide a range of opportunities and programmes that help them deal with what can be a challenging transition to adulthood.





SUPPORTING
THE STRATEGIC

- GOALS -

20
27



OUR STRATEGIC PLAN IS
UNDERPINNED BY THE
FOLLOWING **KEY PRINCIPLES...**

**1. DELIVERING OUTSTANDING
SERVICES**

2. HAVING THE BEST PEOPLE

**3. GROWING OUR STRATEGIC
PARTNERSHIPS**



OUR PLANS FOR ACHIEVING THE STRATEGY SIT WITHIN

01

Our Children and Young People plan

02

Our People and Culture plan

03

Our Transformation and Growth plan



WE'RE COMMITTED TO WORKING DIFFERENTLY TO ENABLE THE ORGANISATION TO BEST SUPPORT THE STRATEGIC GOALS BY:

Being a more diverse organisation

We will make sure equality, diversity and inclusion run through everything we do – from the way we support people to who comes to work or volunteer for us.

Becoming a learning organisation

Learning from our experiences will make us more efficient, effective and strategic. We will take every opportunity to find new ways – and the best ways – to support more children and raise the money we will need to do this.



Making a commitment to reviewing, and changing, the practices, policies, and culture of our entire organisation. This type of change requires that everyone at all levels and in all roles to modify what they do based on an understanding of the impact of trauma for all of our young people and families, and for our colleagues.

Valuing and growing our volunteers

Our brilliant volunteers play such an important part in our work. And we're going to need their help even more over the next five years. We will inspire more people, groups and communities to volunteer with us. We will work harder to support them and help them develop their skills and passions. That way, they'll enjoy their time with us more, and we will work better together to achieve our ambition.



WE WILL CONTINUE TO WORK TOWARDS CONSISTENTLY HIGH-QUALITY SUPPORT THAT MAKES THE BIGGEST DIFFERENCE.

Creating more impact

High-quality support for better results. Having the best possible impact on a child's life has always been, and will always be, our priority. We give our full attention to every child, and are not deterred when children present with complex and diverse needs. Our approach is to work with persistence and tenacity in order to achieve the best possible outcomes all children. We will continue to work towards consistently high-quality support that makes the biggest difference.

Measuring what we do

We need to know exactly how our work affects the people we support. So we will make measuring the impact we have central to what we do. That way we can learn from our experiences, constantly improve and get the best results with the resources we have.

Being Innovative

We want to build on our history of designing and implementing children's services, and find better ways to support vulnerable children in the 21st century. But with innovation comes risk. So we need to make sure we have the skills, knowledge and resources to manage that risk.

Building our profile and brand

We're launching our new brand in 2022, it'll be our platform for further growth and development, through a new website, marketing plan and brand awareness campaign. We're keen to ensure BLGC protects its history and is ready for the next chapter.

Growing our Income

By growing the work we are commissioned to deliver, we will build strategic relationships with public sector organisations. As a trusted partner through local, regional and national opportunities we will create new ways to support children and young people. Unrestricted voluntary funding lets us work towards our own priorities. We want to grow that funding significantly by being impressive, unapologetic fundraisers. It's not just up to our Fundraising team though. We all need to put fundraising at the front of our minds and embed it in every part of our work. At BLGC fundraising is everyone's business. We're also identifying new areas of growth which helps to build the unrestricted funding for the charity.



IMPACT

SO

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OW



WILL THE BLGC TEAM DELIVER OUR STRATEGY? WE WILL DELIVER AND MONITOR PROGRESS AGAINST THE STRATEGY IN THE FOLLOWING WAYS;

+ THE GOLDEN THREAD

THE GOLDEN THREAD
RUNNING THROUGH
FROM VISION AND
MISSION, STRATEGIC
PLAN, ANNUAL PLAN,
DEPARTMENTAL PLANS,
AND INDIVIDUAL PLANS.

Regular and on-going communication with all colleagues to ensure all aspects of the strategy and subsequent annual and departmental plans are understood and recognised, and their contribution is visible and aligned.

01



02



Strategic oversight of overall progress against our strategic plan presented to Trustee Board on an annual basis



Strategic oversight of progress towards our Annual Plan presented to Trustee Board 3 times per year.

Devolved leadership within Department Heads who oversee implementation of the plan

03



04

Strategic oversight of progress towards our annual plan presented to SLT on a bi-monthly basis, alongside access to executive scrutiny and challenge.

05



Operational oversight of progress against departmental plans in line with performance on a monthly basis by SLT and their teams

06





THIS STRATEGIC PLAN IS ABOUT BEING
AMBITIOUS FOR CHILDREN, ASPIRING
TO REACH EVERY CHILD WHO NEEDS
US, AND TO SUPPORT THEM TO
ACHIEVE THEIR FULL POTENTIAL.

JOIN US,
SUPPORT US.
WORK WITH US
AND CHANGE LIVES
WITH US.

Karen

Karen Edwards OBE | Chief Executive



VISIT US
AND SAY
HELLO!

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