

## **VIY Strategy Outline: April 2021 – March 2024**

### **Over-arching aims/objectives**

Our over-arching strategic aims/objectives for the next three years (in line our social mission/purpose as defined in VIY’s Memorandum & Articles of Association) are to:

- Help refurbish, renovate and improve more community buildings and facilities for the wider, sustainable benefit of the audiences and communities they serve
- Enable and inspire more young people to engage in volunteering and social action through VIY – and take a greater stake in local places and spaces they use and benefit from
- Enable and inspire more professional tradespeople and builders to volunteer as skills mentors for young people on VIY projects
- Enable more young people to develop and apply new vocational trade skills through VIY – and to achieve an Entry Level City & Guilds construction skills qualification
- Support more young people in accessing and progressing to further/higher level training and employment opportunities, including apprenticeships, as a result of participating in VIY

### **Our plan to scale our activities and impact**

VIY has grown from enabling 100 projects in our first five years (2012-17), to a projected total of 130 projects in the 2020-21 financial year alone. And we already have more than 250 new project nominations/requests from local communities for 2021-22.

Accordingly, in the face of increasing demand across the country, we are currently aiming to deliver at least 500 projects over the next three years (April 2021 – March 2024), directly involving and benefitting 7,500+ young people and with the improvement and safeguarding of a valued community venue or facility at the heart of each project.

### **Breakdown of key impact targets**

<b>Programme KPI</b>	<b>Three-Year Target</b>
No. of community building and facility refurbishment/renovation projects delivered	500 (at least 40% located in the 20% most deprived wards nationally)
No. of young people aged 14-24 participating and volunteering	7,500 (90% NEET or pre-NEET)

No. of professional tradespeople/builders volunteering and serving as skills mentors for young people	1,250
No. of young people gaining an Entry Level 3 City & Guilds construction skills qualification	4,500 (60% of total participants)
No. of participants progressing to a sustained employment or further/higher-level training outcome within six months beyond the end of their VIY experience	1,690 (25% of NEET and pre-NEET participants)

### Strategies for scaling

To enable VIY to successfully scale its impact over the coming three-period as detailed above, our key scaling strategies include:

1. Developing/diversifying our funding mix and growing traded income in response to demand – e.g.
  - Clients commissioning us to deliver facility improvement projects, including local authorities, sports governing bodies and housing associations
  - Schools, colleges, youth service teams and alternative providers paying us to provide skills training/work experience for young people they refer into our projects
  - Construction and trade sector employers contracting us to provide formal community-based work experience for their apprentices and other employees (e.g. Travis Perkins wanting to refer 400 Kickstart employees into VIY)
2. Growing VIY's organisational resources and capacity to deliver at greater scale, including:
  - Recruiting for specialist roles that directly link to key delivery targets and outcomes – e.g. Skills Manager, Progressions Manager, Youth Referrals Manager, Mentors Manager, Construction Manager, Data & Impact Manager
  - Building our national network of Lead Mentors and Local Volunteer Mentors
  - The increasing regionalisation of resources to enable greater working at depth/scale in core regions
3. Taking advantage of our recently established 'VIY North' office in Leeds to build our presence and regional delivery resources covering the North East and North West of England.
4. Developing partnerships in key target sectors: local authorities, retail trade, construction and home-building, housing associations, national sports governing bodies, and schools/colleges/alternative education

providers – linked to funding but also to the nomination of potential projects, the donation of building tools and materials, the mobilisation of staff and customers as skills mentors, and the provision of employment pathways for VIY participants

5. Increasingly build partnerships with stakeholders that already work with the youth audiences we're looking to reach and are able to identify and refer local young people that are well placed to participate in/benefit from our projects (e.g. from national organisations such as The Prince's Trust and Catch22 to local youth service/youth offending teams and Pupil Referral Units)
6. Enhancing our measurement and evaluations systems and processes to track and evidence our social impact, especially in relation to longitudinal employment outcomes
7. Leveraging our new status as a formal City & Guilds 'Skills Centre' to drive accredited skills outcomes for more young people on our projects, as well as to potentially extend the range of accreditations that young can achieve through VIY
8. Better coordinating the sourcing, collection, storage and distribution of building tools and materials (typically donated by trade merchant and construction company partners) across all of our projects
9. Taking on new types of community building/facility improvement projects in response to demand when/where appropriate – e.g. the refurbishment/repurposing of empty homes as supported accommodation for young people and the maintenance and improvement of social housing
10. Embracing more outdoor space/green space transformation projects and projects that build and reinforce our environmental credentials in areas such as recycling and re-use and the adoption of green building materials and technologies
11. Increasingly engaging the active input of young people and local communities in the way we identify, design/plan and set up every project we undertake and help enable
12. Instigating a new CIP Continuous Improvement Plan (covering all delivery systems and processes – e.g. H&S, construction standards, safeguarding, new mentor induction and training) to ensure that the quality/consistency of our delivery model and outcomes is maintained as we scale