

# ***STRATEGIC PLAN 2016-2021***



## **CONTENTS**

---

Introduction...	2
People, Culture + Organisation Strategy...	4
Service Development Strategy...	9
Estates Strategy...	18
Marketing, Comms + Digital Strategy...	24
Finance + Resources Strategy...	29

---

The legal framework for OTR is set out in the Memorandum & Articles of Association incorporated on 1st October 2007. Though OTR's services have evolved and grown considerably in the intervening period, the Constitution remains fit for purpose and provide for evolving delivery by 'any suitable medium'.

## **INTRODUCTION**

This document sets out the overall direction of travel for OTR in the period 2016 - 2021. It is not meant to anticipate any or all of the challenges that arise in the everyday life of the organisation; its purpose is to provide a helpful compass by clearly articulating why we exist, what we want to achieve and how we think we might achieve it best. The last of these is deliberately light on detail because when real life intervenes (as it inevitably will in unforeseen ways) it will be important the organisation has room for pragmatism, opportunism, and the option of taking a different road in pursuit of our charitable mission.

As of April 2016 we find ourselves in a challenging but strong strategic position. Much larger and with far greater impact than at any time in our fifty year history, demand for our services nonetheless outstrips our capacity to meet it by about three times - despite growth in services of over 1200% in the last five years. The wider system of children's and adult mental health services into which we fit is impoverished and fundamentally failing, and rapid expansion into this (largely empty) space has already presented significant supply and demand challenges to our service.

But the real issue for our time comes down to whether, in the face of reduced public services, often overwhelming demand and increasing clinical and social complexity, we are able to continue to keep an open door and not turn young people away. There won't be easy or even permanent answers, and we won't arrive at the perfect solution to all this. What we can do though is improve, and nurture a culture of improvement and betterment at all levels of OTR.

Improvement isn't just about raising and spending more money either, it's as much about good service design, active participation, trying new things out, and mobilising the resources we can draw on other than money. In so many ways, quality is the best business plan we have.

This document is an opportunity to describe the structures, models and approaches that will develop this culture, as well as to set some internal goals. So while much of what follows is about why, how and what we deliver, a good portion is also concerned with what we're like as an employer and what we value and expect from each other as colleagues. In this, I hope, the document will not date too much as the years go by.

I facilitated fifteen workshops and focus group consultations in the period November 2015 to April 2016, meeting staff, volunteers, stakeholders and of course, young people. A service wide staff and volunteer survey has also been influential. The ideas and priorities that emerged from this period, as well as something of my own appraisal of our current strategic and operational circumstances, are what underpin this document. As articulated by those closest to the work through the consultation period, the most significant 'needs' this document is concerned with offering direction around are summarised below:

- We should move beyond an emphasis on on-to-one support and find ways to deliver more community and peer based mental health support for young people.
- We should turn our working culture around and become more 'outward looking' - towards other services and options when supporting individual young people and developing new services.
- We need a business and operational model that helps us grow but mitigates the potential loss to internal culture and cohesiveness that can come with up-scaling.
- We want an OTR that offers and emphasises much more prevention/self help and mental health promotion to young people.
- We need new premises in both Bristol and South Gloucestershire that bring projects and staff together and support the work better.
- We need greater financial independence.

- We want to become the best employer and placement provider around, with a resilient team of staff and volunteers well looked after and invested in by the organisation.
- We need to be an organisation that accepts and is comfortable with uncertainty, complexity and change.

These are not exhaustive, just the most frequently occurring and loudest of the many priorities I heard and have. Consequently, the plan is organised around five 'strategies' that when taken together work to address these issues from a number of angles - operationally, culturally, and financially.

Business plans can easily get lost and date badly in the everyday churn of operations. For that reason each strategy will be devolved to a relevant 'lead' within the organisation to operationalise. Each strategy purposefully does little more than point to a particular spot on the horizon however, which route we take is left to those closest to the experiences of our clients.



**Dr Simon Newitt | CEO**

April 2016

Policy Context:

- *The Five Year Forward View For Mental Health* (2016). A report from the independent Mental Health Taskforce to the NHS in England.
- *Future in Mind: Promoting, protecting and improving our children and young people's mental health and wellbeing* (2015). NHS England.

# **PEOPLE, CULTURE** **& ORGANISATION**

## ***STRATEGY 2016-2021***



### ***INTRODUCTION***

This strategy is about the people that work and volunteer at OTR, and the systems and culture they work in. The aim here is not to drill down into the detail of that experience but rather to describe some basic organising principles and structures, most of which are ‘in progress’ and always likely to be much more a process than a fixed outcome.

We all want OTR to be a leading employer; and not just in relation to third sector standards. This means going further in improving the experience of coming to work, both in relation to our supporting governance and how we approach occupational wellbeing and personal development.

### ***WHERE ARE WE NOW?***

OTR has grown rapidly over the last five years, and even doubled in size in 2015-16. There are now over fifty staff and a further fifty sessional workers, volunteers and students - over half of whom have been with the organisation less than a year.

Most people that work here don’t meet each other and there’s a large number of part-time staff. Services are delivered across several sites. In a staff survey conducted over December 2015, 82% of respondents thought OTR cared about their welfare, while 90% were positive about OTR when talking to friends. Team working (74%) and mutual trust and cooperation (72%) was thought to be good, while 74% felt free to ask questions and raise concerns.

## WHERE DO WE WANT TO BE?

An organisation's culture can be understood as a pattern of shared basic assumptions learned by the group as it solves its problems of external adaptation and internal integration.

Designing a culture is easy on paper, but an enormous challenge in real life because culture is a dynamic that continually evolves over time. That said, all organisational cultures rest on a set of implicit assumptions about the world and the work we've come together to do in it. These assumptions shape our values and these values drive our behaviour (the bit that's most visible to us in any culture).

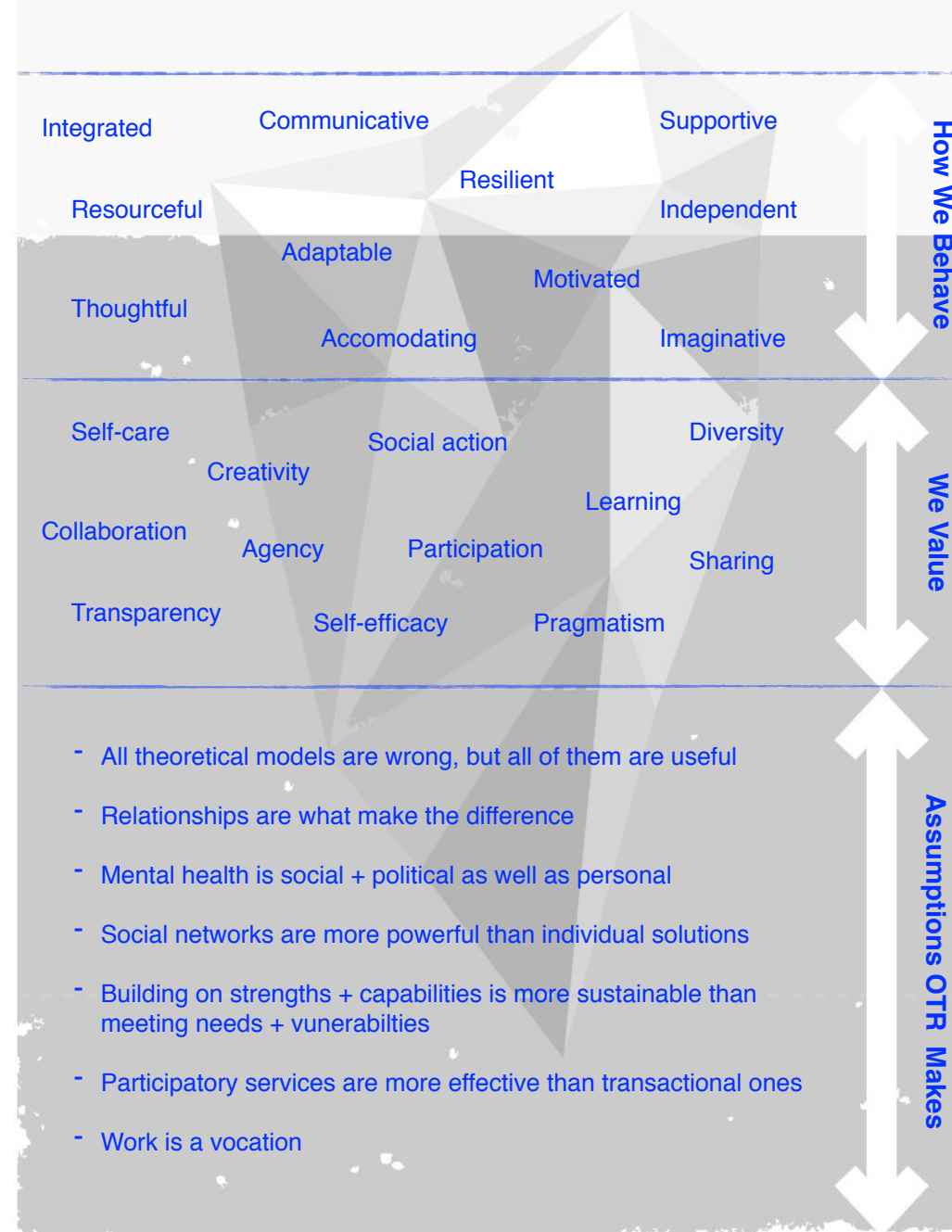
The diagram (right) is a basic illustration of the culture we are trying to design and realise at OTR. It represents a considered existential response to our external landscape (our sector, politics, economy, the field of mental health) as well as a preferred way of our working together as colleagues (our integration as a team) *in that external context*. The use of an iceberg as a metaphor here can be helpful since - like an iceberg - most of what a culture actually is sits beneath the waterline, invisible to us in everyday life and work.

The cultural profile opposite is consistent with our purpose as an organisation positioned at a time and place of prevention and early intervention. And it mirrors the emphasis and character of community development, peer and self-managed support found throughout the service development strategy.

In order to encourage and cultivate this culture the leadership of OTR will need to behave in ways consistent with it, and we will need structures across the organisation that make it more likely these behaviours and values embed themselves in different teams and projects across various sites. These structures will need to span:

- Recruitment
- Supervision and appraisal
- Communication
- Power and decision making
- Occupational health and wellbeing
- Training and development
- Service design processes
- Governance

## OTR CULTURE PROFILE



- All theoretical models are wrong, but all of them are useful
- Relationships are what make the difference
- Mental health is social + political as well as personal
- Social networks are more powerful than individual solutions
- Building on strengths + capabilities is more sustainable than meeting needs + vulnerabilities
- Participatory services are more effective than transactional ones
- Work is a vocation

## **ORGANISING PRINCIPLES**

At a very basic level we will try to effect four organising principles to support the cultivation of this culture. Three of these are loosely taken from Frederik Laloux's groundbreaking research and work *'Reinventing Organisations'* (2014), the fourth, *participation*, is not. They are not intended in a puritanical sense (this would be unrealistic given our start point), but they are useful because they offer us an organisational approach that reconciles a number of highly relevant challenges (about purpose, decision making, occupational health, culture and strategy) currently facing OTR. The four organising principles are:

- Self-Management
- Evolutionary Purpose
- Wholeness
- Participation

Taken together, these basic organising principles should support the development of the behaviours, values and assumptions described on the previous page. To be effective, they will need embedding in the everyday policies, processes, communication, development and leadership of the organisation.

### **SELF MANAGEMENT**

Self-management means leadership and decision making are distributed across the organisation. This doesn't mean power relations are 'flat' (i.e. there is no management) but it does mean the worst excesses of hierarchical relations (in service delivery and leadership) are reduced. Staff in projects and specific workstreams (and those young people accessing them) will be given as much decision making autonomy as possible over all areas of their work/support, while managers and staff enable this process in an advisory role free from the burden of occupying unsustainable 'hero leader' or 'rescuer' positions.

Progressively coaching a culture of self-mastery and management in different teams will take time and progress unevenly across the organisation.

### **EVOLUTIONARY PURPOSE**

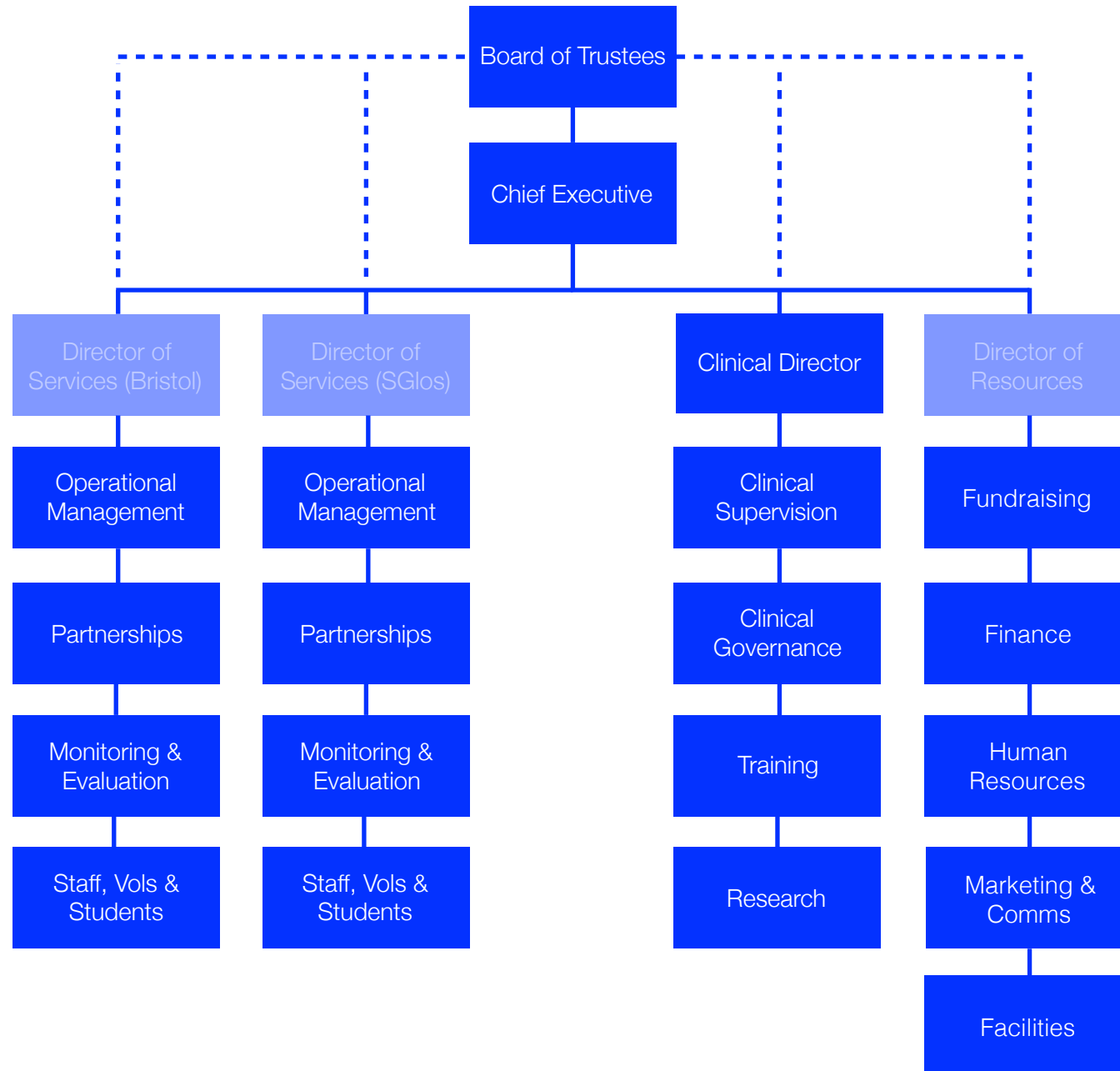
This principle underpins how we understand and respond to change across the organisation. It says that OTR is a living and dynamic entity that will evolve and find new purpose and ways of doing things all the time. This more organic evolutionary purpose is largely independent of top-down command and control type business planning and just as frequently emerges bottom-up and out of OTR's own internal dynamic. The role of strategy in this instance is to remain open-minded and anticipate and provide a direction of travel, not to set fixed year on year targets or milestones that are inevitably undermined by the natural evolution of the organisation into a constantly changing external landscape.

### **WHOLENESS**

Wholeness here refers to *who we are when we come to work*. Traditionally, we tend to step into a professional role that forces us to behave a particular way and is often at odds with who we are and how we feel. Wholeness describes a culture of psychological safety, where staff at all levels feel able to make mistakes, express their professional struggles and admit their vulnerabilities without fear the wider workforce or management will punish, exclude or ridicule them. Psychological safety has been shown to be the most important factor in successful, high functioning teams (Google, 2016).

### **PARTICIPATION**

The term participation is used here to describe not just children and young people's involvement within OTR, but a broader culture of engagement with the overall life of the organisation by staff and volunteers at all levels. Participation requires a multitude of structures to support it, and is much more a process than an outcome.



## ORGANOGRAM

The structure opposite is that which OTR is actively working towards realising in the coming years.

The precise organogram has been (and will always be) more fluid as a result of developments in service delivery (new projects, growth, contraction etc). Specific jobs are not represented here, only a delineation of functions across a senior leadership structure is shown.

As we grow, it will become increasingly important for good governance and succession planning that the Board has relationships with a wider senior leadership team - not just the CEO. This is reflected in the creation/re-badging of managerial roles as 'directors' with direct reporting functions at Board level.

The structure shows a future split in Bristol and South Gloucestershire operations (assuming growth in the latter), and a much enhanced business function behind front line services.

## **STRUCTURE**

There will be a progressive investment in back office and business functions over the coming years. As the organisation scales up operations supporting roles in finance, administration, human resources, marketing and communications, IT and facilities will become necessary. This investment will take precedent over any further growth in front line services and staffing.

## **TRUSTEES**

The Board of Trustees at OTR will benefit from an increasing number of relationships with staff in senior leadership positions, and the organisation will benefit from a Board that is well appointed, inducted, trained and able to support the development of OTR across five domains of expertise:

- Finance
- Legal (an emphasis on employment)
- Commercial
- Clinical
- Governance
- Policy & Strategic

## **YOUNG PEOPLE'S PARTICIPATION**

There will be a new programme of structured volunteering opportunities within OTR for young people. This will be overseen by a dedicated Young People's Volunteering Manager and represents a service wide commitment to bring more young people into the workforce in a robust and highly structured and supported way. These opportunities will include (but are not limited to) activism (Mentality), health promotion (Resilience Lab), peer support/navigation, training and as advisors to the organisation.

## **VOLUNTEERING**

Volunteers have always played an active and leading role within OTR and volunteering has become an established pathway to employment within the organisation for both young people, practitioners and managers. None of this will alter, but there will be an emphasis on better delineating and structuring the experience and support for volunteers from that of staff. Young people will play an increasing role in our volunteer body as we develop peer support and education services and this will demand robust accreditation, safeguarding and supervision structures be developed.

## **PAY+ CONDITIONS**

We will establish a working group at Board level to examine how OTR can become a market leader in the terms and conditions we offer the workforce. The nature of our work and staff body means particular attention will be given to improving the organisational offer around annual leave, maternity/paternity, sickness and flexible working.

There is and will continue to be a pay ratio (the gap between the lowest and highest paid) of 3:1. In other words the CEO will never earn more than three times the amount of the lowest salaried staff.

## **OCCUPATIONAL HEALTH**

We will continue to develop and expand our internal programme of work and activities promoting staff and volunteer wellbeing. This will require some dedicated resource but is understood as an investment in staff retention, development and organisational cohesion and stability.

This work will be led by our in-house Occupational Therapist with a brief to emphasise and nurture the organising principle of wholeness described earlier.

# **SERVICE**

# **DEVELOPMENT**

## **STRATEGY 2016-2021**



### **INTRODUCTION**

This strategy describes in broad terms the overall direction of travel in relation to the work OTR undertakes with young people day-to-day.

Like the other strategies it does not set out to prescribe exactly *what* OTR will deliver one or even five years from now. Instead it describes the general characteristics and models our services will conform to and why.

### **WHERE ARE WE NOW?**

Over the last two business cycles we have grown our service delivery exponentially, with roughly 75% of our income (which is up 1200% since 2010) going to front line work. In 2015 we won a national GSK / King's Fund Impact Award for our efforts, confirmation (if it were needed) that our services are impactful, well regarded and innovatively designed; particularly when set in the context of an overwhelmed and under-resourced local mental health system.

Despite this, demand continues to rise and undermine the accessibility and quality of our offer, much of it driven by rising thresholds in shrinking public services. But there is also a relevant aetiological crisis behind the large number of young people now looking for support locally and nationally.

For our part we have responded by evolving our offer to include youth work targeted at social/health inequalities (e.g. Freedom, Zazi), psychological education (The Resilience Lab), crisis and transitions support, and a greater diversity and amount of one-to-one and group based therapies. We also now have a significant presence in South Gloucestershire for the first time.

Integration of these programmes internally though remains a real challenge, as does the process of triage and navigation in a self-referral service facing often overwhelming demand and increased complexity. There remains too an unhelpful internal and external bias towards counselling and psychotherapy as the preferred option for support, a feature of our service at odds with what young people have said they want from OTR and one that is simply not scaleable in a way that will address our current challenge of rising demand.

## **CORE PRINCIPLES**

Our charitable mission and the philosophical approach we take to realising it demands we find a scaleable response to our external environment, one in tune with the cultural, social and political context of our clients.

A central driver of the distress that arrives at OTR is socio-economic, and so it is important that whatever services and projects are fashioned over the coming years, each has within it the seed of resistance. If it does not, OTR runs the risk of delivering individualised support that actively obscures the systemic bases of our clients suffering. Such an approach would make us complicit in recycling the distress it is our stated mission to relieve.

There is also a financial context to consider, both in the impoverished state of public services around us, and in the ways our marketised sector has changed and will continue to change in the coming years. Taking these factors into account, our service delivery over the coming years will be underpinned by five core principles that, taken together, position us in such a way as to have greatest impact on our charitable mission going forward. These are summarised as a step change in our thinking...

- From client needs to client capabilities
- From transactional support to participatory services
- From a focus on money to a focus on resources
- From centralised delivery to distributed networks of partners
- From finding individual solutions to building social networks

These principles are loosely drawn from the work being done by Nesta on 'People Powered Health' and from the social design thinking of Hillary Cottam and Participle (Beveridge 4.0). See: <http://www.participle.net> | <http://www.nesta.org.uk/areas-work/health-and-ageing>

## **HEADLINE SHIFTS**

Based on these broad principles there will be four 'headline' shifts (or accelerations) in our service delivery. They are summarised below:

1. We will use a community development approach to engage a much larger population of young people with their mental wellbeing and that of their peers.
2. Our emphasis will shift to prevention and giving young people the tools and resources to both self-manage their mental wellbeing and support one another more effectively.
3. We will re-design the way we do outreach to integrate and embed ourselves more fully with schools and other youth and health settings in different neighbourhoods.
4. We will re-position our organisational relationship to young people by giving them greater access and control of the information/data we hold about them, and by engaging and communicating differently around our services and their health.

## **TAKEN TOGETHER THESE SHIFTS IN SERVICE DELIVERY WILL...**

- Reach a much larger number of young people in a non-stigmatising way.
- Give young people the resources to understand their mental health and self-nurture so they are less likely to need or want specialist services.
- Build a mass movement of peer support and a new range of non-clinical settings and interventions.
- Build capacity and promote joint working with other agencies and settings supporting young people (particularly schools).
- Put greater control and power in the hands of our clients.

### WHY, HOW, + WHAT IS OTR?

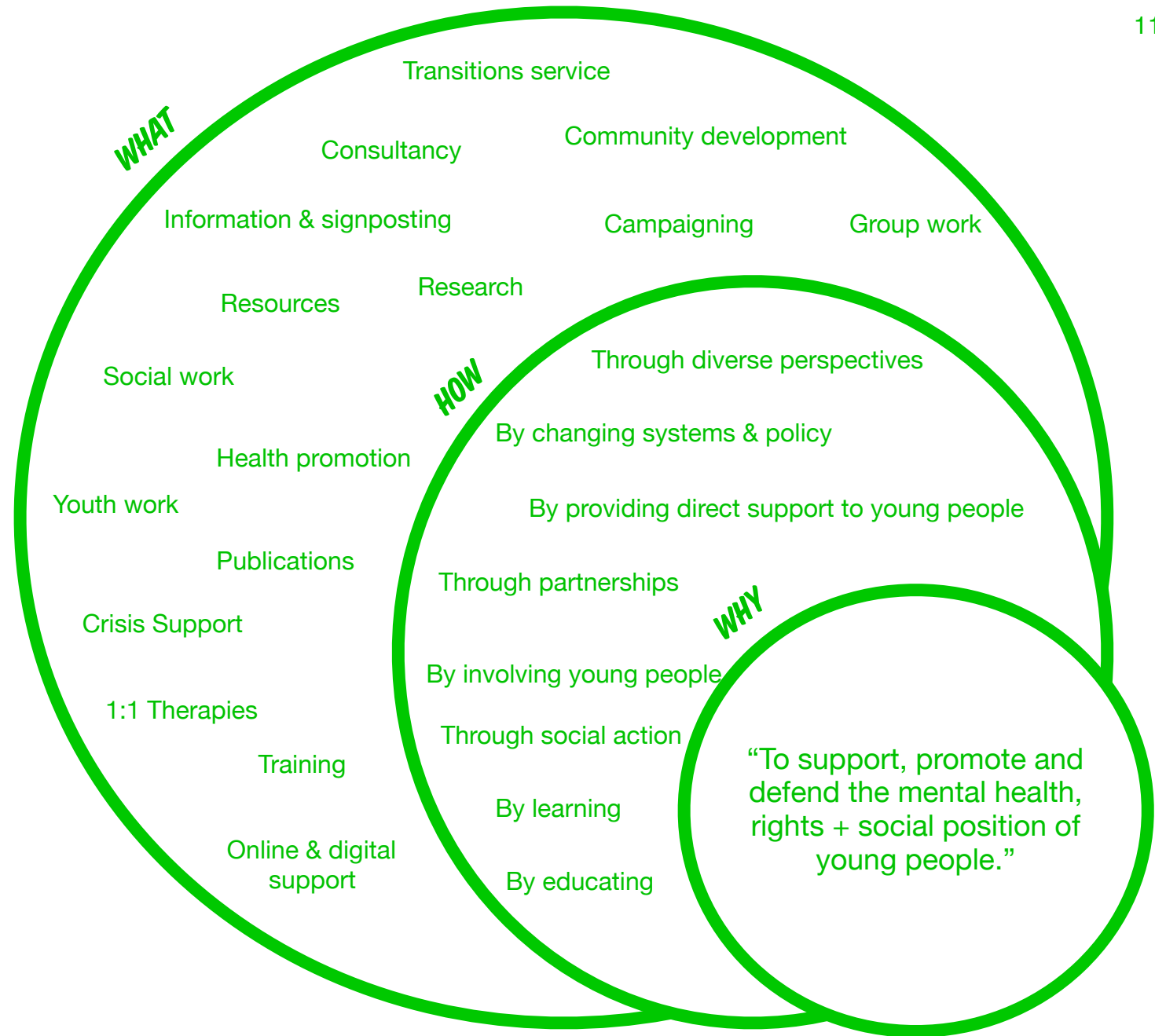
The Golden Circle is a strategic communication tool for describing organisational purpose. It's used here to express OTR's charitable mission (why), values and behaviours (how) as well as services (what).

Being clear about why we exist, how we work and what we do is going to be more important than ever, and the diagram opposite is in essence a basic strategic compass.

Over the coming years, so long as new pieces of work, projects, opportunities and partnerships advance our 'why', and are congruent with our 'how', then they can be added to 'what' we do.

This basic 'test' must apply to all new work but also provide the benchmark against which all existing services and partnerships are tested, evaluated and reviewed internally.

Sinek, Simon (2009) Start With Why: How Great Leaders Inspire Everyone to Take Action. Penguin, London.

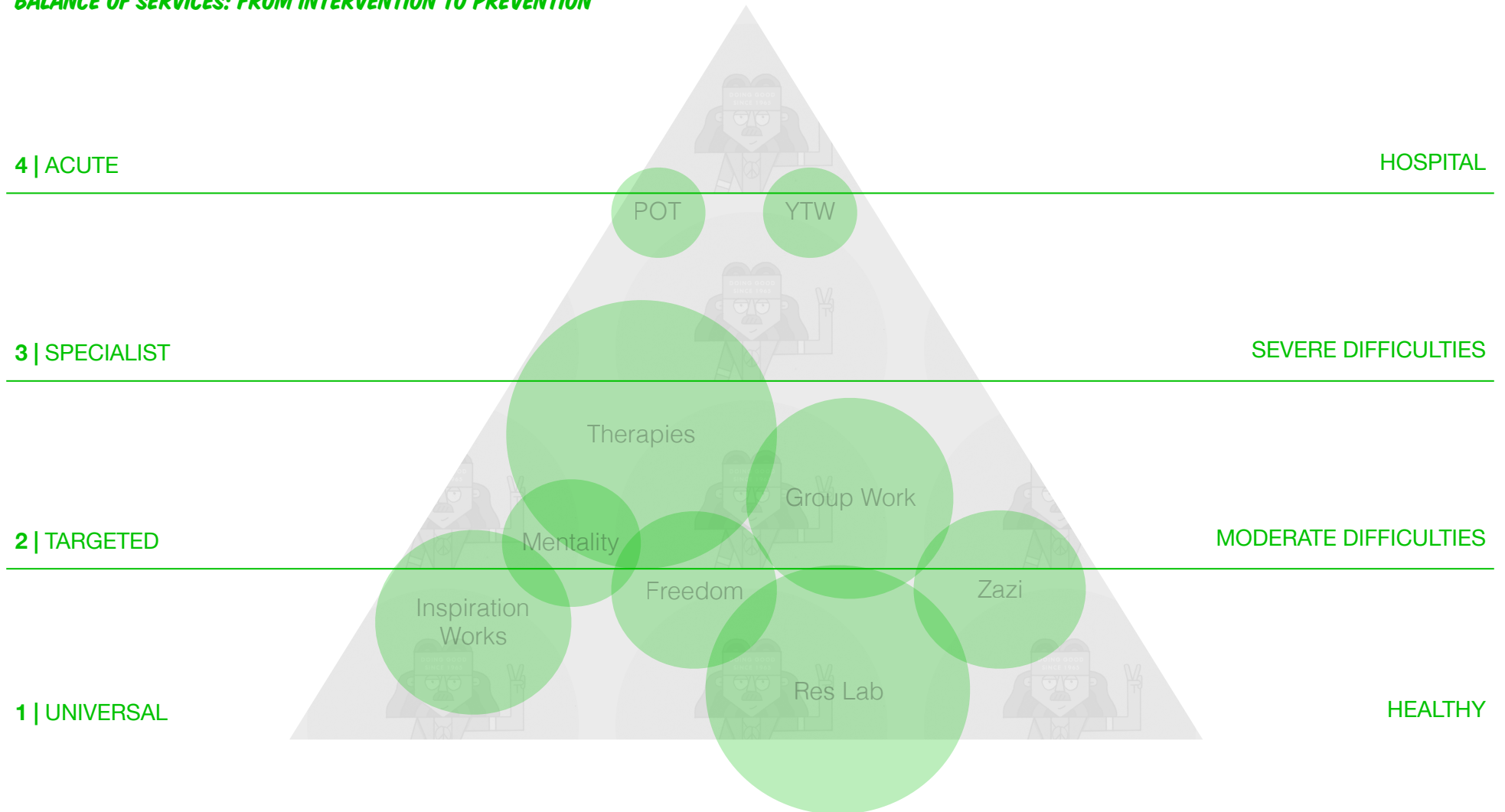


## THE OFFER

OTR currently delivers five overarching and cross-cutting programmes of work around which our various projects and services can be grouped. These five - direct support, health promotion, targeted youth work, social action and training - will continue to form the strategic framework for our service delivery. The table below illustrates our current delivery next to these five programmes. It is significant for our future design that community development type models (e.g. Freedom/Zazi/Mentality) offer the broadest impact across all five programmes of work.

	Direct Support	Health Promotion	Targeted Youth Work	Social Action	Training
Counselling + Talking Therapies	X	X			
Art Therapy	X	X			
Mind Aid Group	X	X			
Harm Less Group	X	X			
Self Wise Group	X	X			
Partnership Outreach Team	X	X			X
Youth Transitions Workers	X	X			
Social Work	X	X		X	
Online Therapies + Pro Real	X	X			
OTR Website		X		X	
The Resilience Lab		X		X	X
Project Freedom	X	X	X	X	X
Project Zazi	X	X	X	X	
Project Mentality	X	X	X	X	X
Inspiration Works	X	X	X	X	
1 Day Training Programme				X	X
Multidisciplinary Supervision Course				X	X

## BALANCE OF SERVICES: FROM INTERVENTION TO PREVENTION



In the coming years the overall balance of our services will move towards prevention and self-help. Historically, OTR's core business has been focussed almost exclusively at Tier 2 (targeted early intervention), but continuing to offer a self-referral service demands a more varied portfolio of interventions if the diversity and volume of need that offer invites is ever going to be met effectively. That said, OTR must continue to work in an integrated way for those young people who need more help, and clear pathways as well as joint work into specialist services will remain important.

## FRONT END: A HEALTH CLUB MODEL

The escalating demand for support from young people, parents and professionals is not going to be effectively or efficiently met by a transactional approach to services where young people wait to arrive at OTR in order to 'consume' the support we offer them for an agreed period of time. Simply offering more and more counselling isn't the answer - albeit we do want to grow our capacity to offer one-to-one therapy.

Instead, we are going to try and re-imagine young people's relationship to their mental health; in turn vastly scaling up our capacity to engage young people on different terms and for as long as they want. To do this, our 'front end' model will evolve to mimic that of a 'health club', where the emphasis falls on self-management, self-directed choices and self-care/help; much as it does with a gym membership.

This is a very different response from the current emphasis on triage, assessment and waiting that comes with a transactional approach and design.

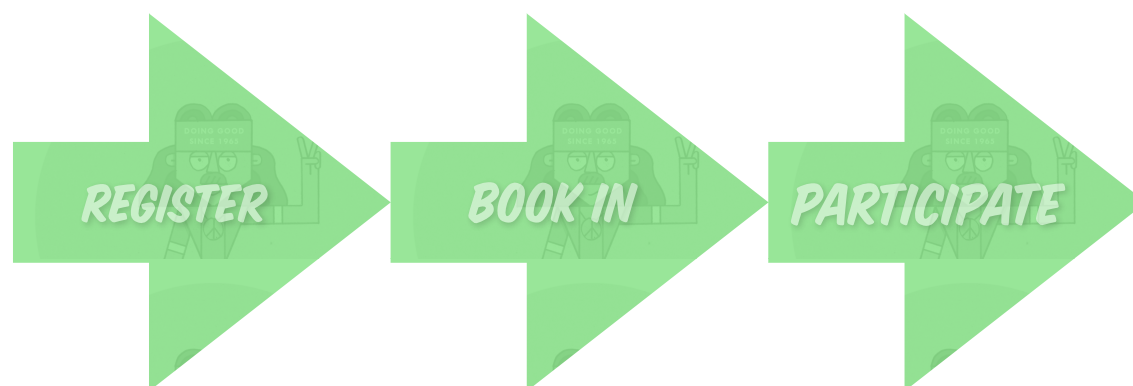
Some key features of this model include:

- Young people register or are registered with OTR and stay 'members' up to their 26th birthday. We communicate with our membership (electronically) regularly, providing self-help resources created by young people, staff and other agencies as well as the latest information on our services. Members can book into anything that grabs their attention directly (through the e-bulletin and website).
- Parents and professionals can also register as members in order to receive the latest news and updates on what's available, but they cannot book into anything.
- Young people are inducted to OTR by a 'membership team' and encouraged to self-direct to whatever support they want using the OTR website to 'book into' groups, workshops and/or one-to-one support.

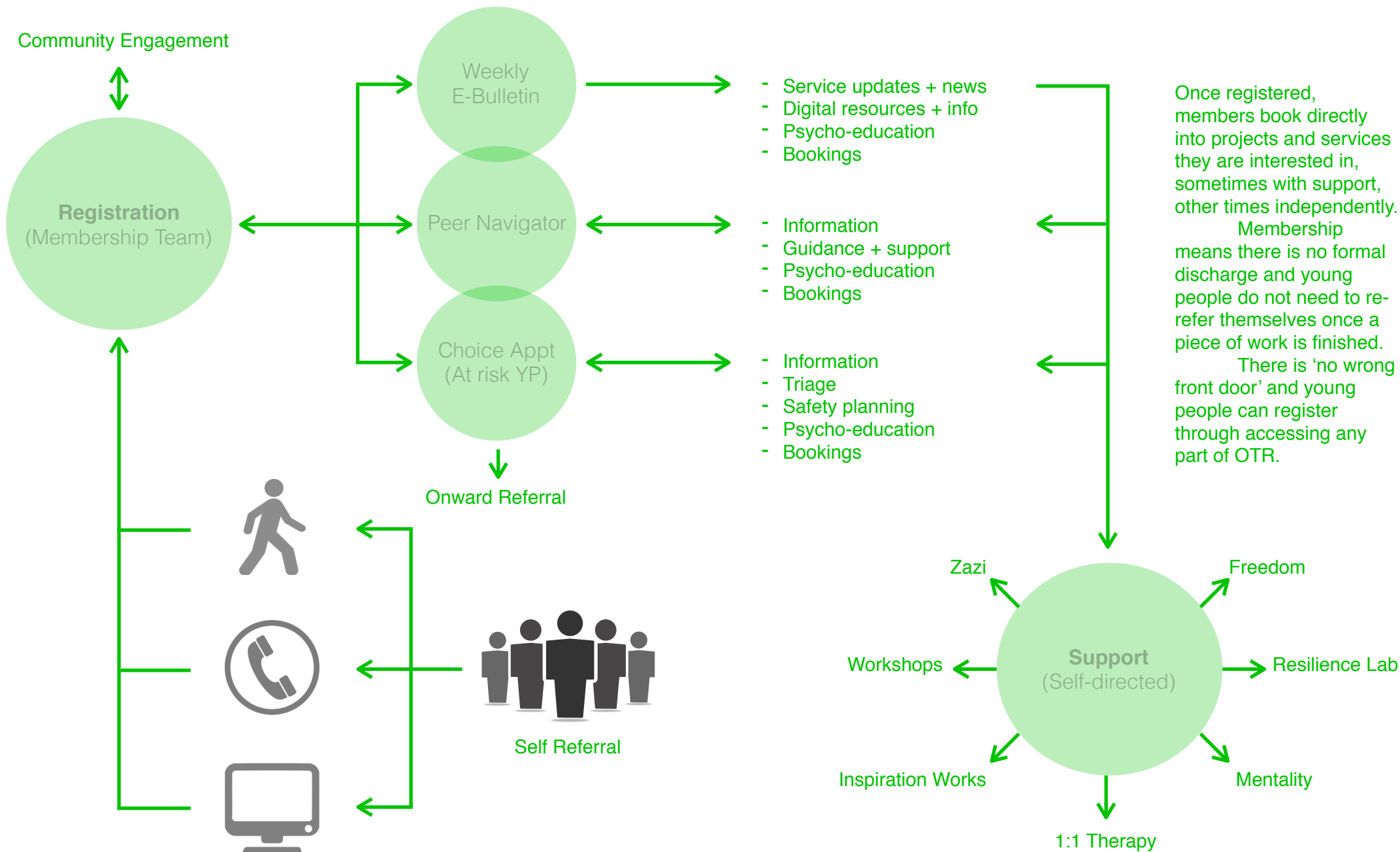
- Members have their own private 'digital backpack' (a secure webpage they can log into and in which sit their clinical notes, favourite health promotion resources, evaluations etc.)
- Being a member means young people are able to use OTR with whatever frequency they like, and can return after any period of time up to their 26th birthday without needing to be re-assessed.
- At risk young people will be identified early and offered a Choice Appointment to support the process of registration and engagement with services. Not all young people will have the confidence or motivation to engage independently of support, and this acknowledgment will be designed into the new front-end model.

## PEER SUPPORT

The shift towards preventative work supports this front-end model. And within this shift is a commitment to develop the role of peer education and support, both through digital resources, volunteering and sessional staffing. Well constructed Peer Educator and Peer Navigator roles for young people aged 16-25 will be designed to enhance our workforce and help grow a movement of non/anti-stigma based preventative mental health support.



Community Engagement



## **OUTREACH**

Allied to re-designing our front end model we will also develop a more integrated approach to outreach. Currently, while we have a number of staff (youth workers) engaged in developmental outreach work, we also have several discreet outreach counselling services scattered across Bristol and South Gloucestershire. These reside in a local GP practice or community setting one day each week, seeing on average 35 young people a year at a cost of circa £7k. The scarcity and premium of rooms to hire and the associated staffing costs make this un-scalable as a future model.

Instead, we will test alternative models of outreach support that integrate us more fully with local education, health and safeguarding structures, and that allow us to work preventatively through a more developmental approach. For example:

- Locality focussed schools-based mental health drop-ins delivered by small teams of practitioners that offer information, psychological education, workshops and brief interventions (e.g. up to 3 sessions with a counsellor).
- Embedding practitioners in other organisations in a role that offers consultation, supervision and direct support to young people, but where referrals are managed within the host organisation (e.g. an art therapist seconded into a disabled young people's project) .

## **BACK END: A COMMUNITY DEVELOPMENT MODEL**

The community development model that will form the focus for our future growth builds on the success and learning from projects such as Freedom, Zazi and Mentality, where a large number of young people actively participate in an activity or group that has meaning and purpose for them, and at a frequency and intensity that suits their availability and needs. The benefits to mental health and wellbeing in this model are clear and lasting so far as those young people accessing our groups describe them.

Freedom (gender and sexuality) and Zazi (race and ethnicity) are community development projects themed around identity. Mentality is an example of the form themed around a particular life experience (mental ill health) and purpose (volunteering as an activist). Going forward the learning from these models will expand to test similarly designed projects focussed on activities as well as identities, for example in the arts and sport.

Our objectives in working through a community development approach include:

- To offer support that is instantly accessible and not burdened by a waiting list.
- To offer support that is available long-term and at a bespoke frequency/intensity for young people participating.
- To offer support to a much larger number of young people than is possible in the current design.
- To work more preventatively in less stigmatising ways and settings.
- To work through a socio-political model of mental health that engages with the cultural and social drivers of poor mental health.
- To cultivate social capital and peer relationships that promote and sustain mental wellbeing beyond the project.
- To provide opportunities for young people to get involved in the delivery of the project and other vocational pathways.
- To integrate our delivery better, bringing direct support, health promotion and social action together in one project/setting.
- To wrap specialist support like therapy and social work around and into these projects, allowing young people to 'peel off' and into such support in a seamless offer.

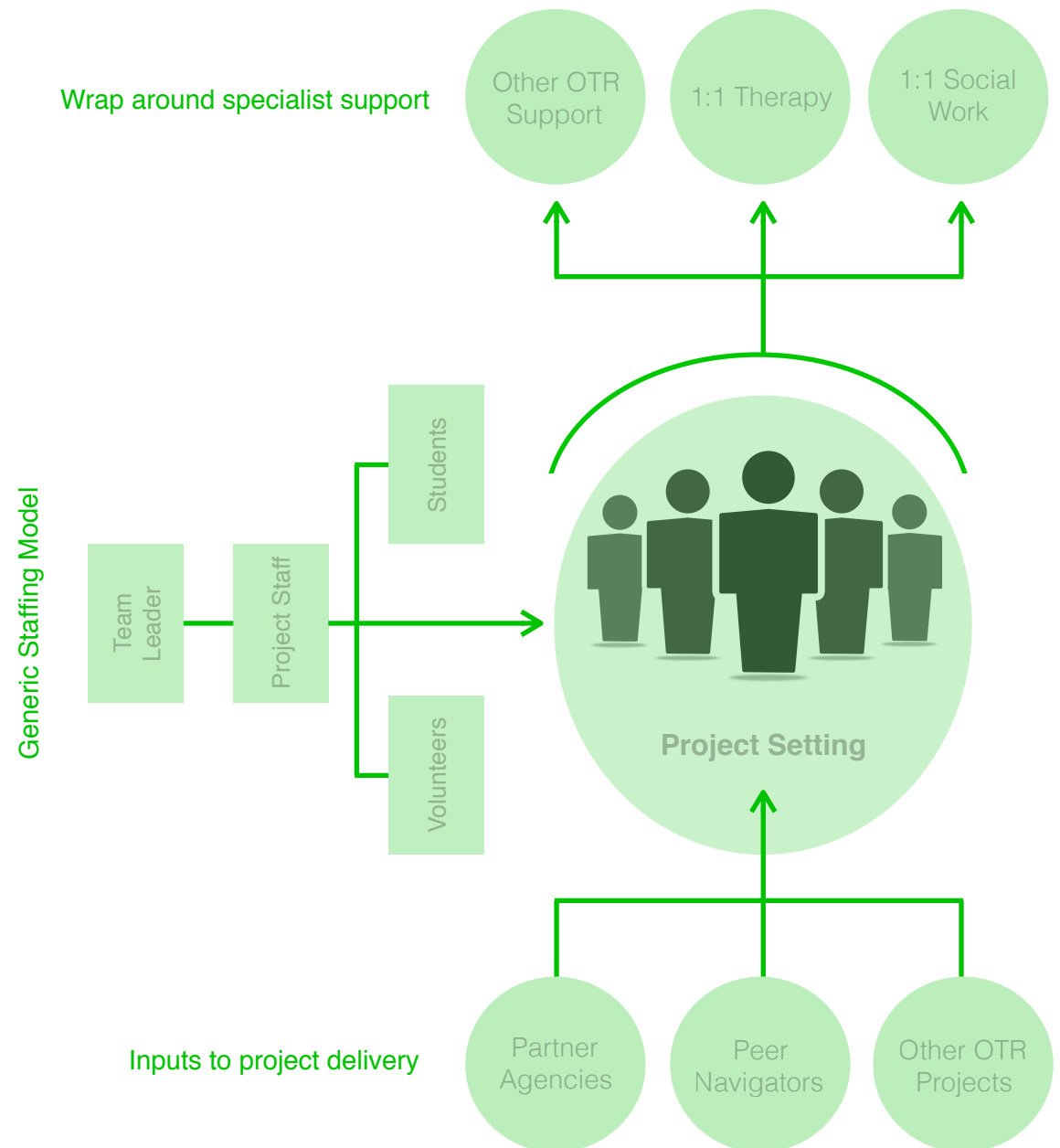
### BACK END: A COMMUNITY DEVELOPMENT MODEL

This diagram illustrates in simple terms how the model works. Young people book into the project and arrive each day/week to participate in activities related to the theme (e.g. the arts). External agencies, OTR projects and workers in-reach to the space in order to offer workshops or information, while the project follows its own programme and direction, one set by the participants.

The project and space is facilitated by OTR staff, volunteers and students on placement. Specialist support wraps around the activities, so, for example, a counsellor could be attached to the project in a way that allows participants to 'peel off' the main project and into one-to-one support (and back again) where appropriate.

A further advantage to this model is that it naturally lends itself to partnerships. For example, an arts based project invites relationships with the local arts community in a way our current model does not. It also opens up funding streams that would otherwise remain closed to us.

As a business model, there is also always the potential in this approach to seed and incubate the project to a state whereby it can be transferred to the community participating in it. This may not always be possible or desirable, but it does offer us a route to growing our impact without accumulating projects, central costs and the kinds of challenge that come with scaling up the organisation..



# ESTATES

## STRATEGY 2016-2021

### INTRODUCTION

This strategy is a response to the most pressing issue facing OTR as of 2016; an incoherent and inadequate portfolio of premises from which to both deliver services and run the back office business of the organisation.

Estates here refers to all the spaces into which OTR works, including those online. Finding sustainable solutions to some of the current estates challenges will be key to the success or otherwise of OTR in the coming years.

### WHERE ARE WE NOW?

In the period 2010-2016 OTR's service delivery grew by 1200%. This has been achieved without an explicit strategy for infrastructure to support it. As a consequence, the service today relies on a large network of other organisations premises either hired by the hour or leased on some other ongoing arrangement.

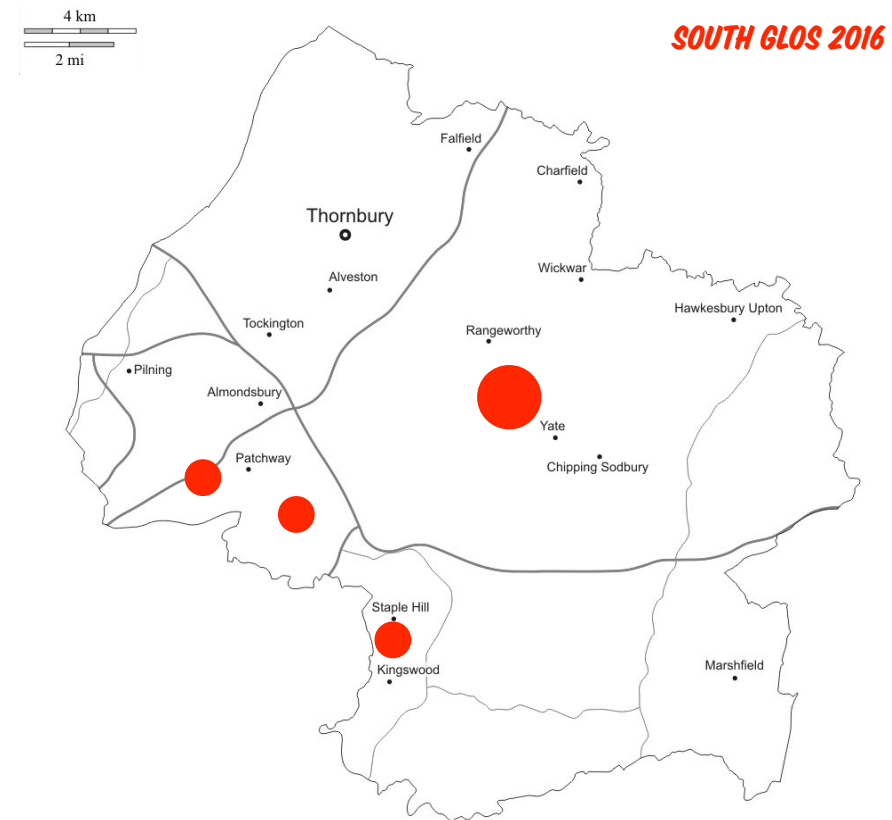
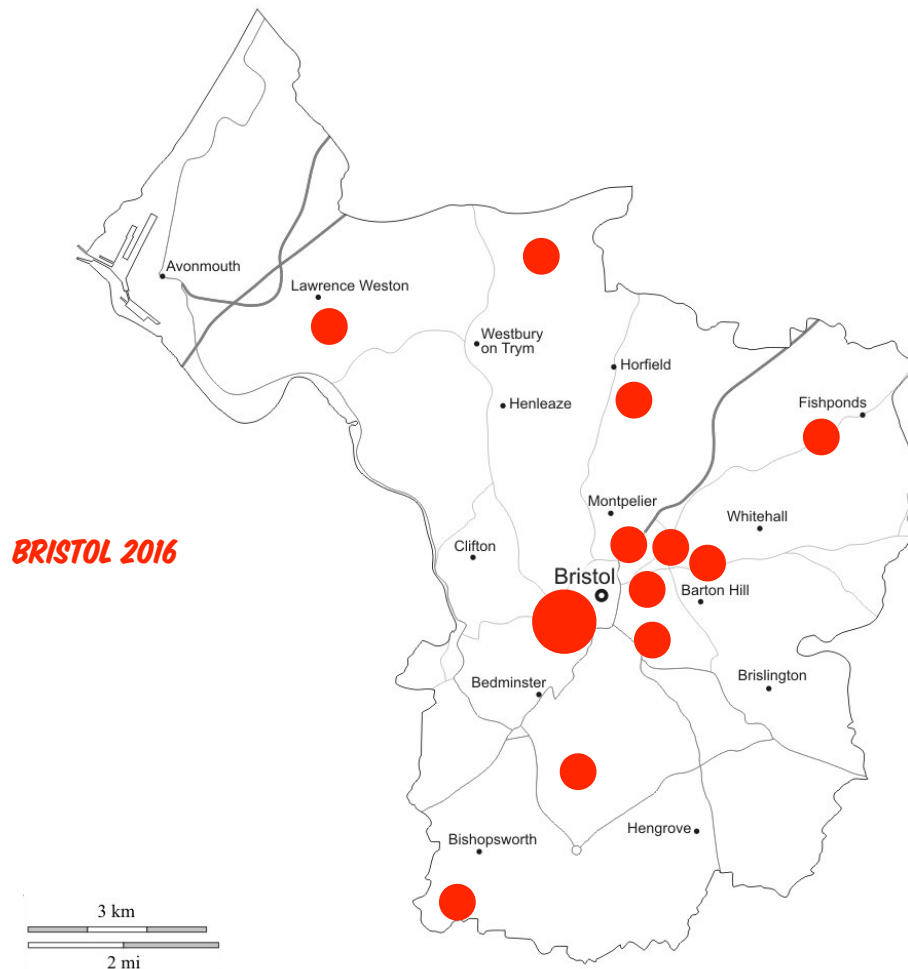
The need for a more sustainable estates solution and forward looking plan has become increasingly pressing, and was consistently cited by staff, volunteers and young people in the business planning workshops through 2015 as the most important challenge facing the service.

The Estates Strategy is central to any collective ambition to increase OTR's impact, providing the platform for future service growth and development.



The basic case for change is summarised below:

- Any well run business should have in place adequate premises (or a plan to acquire them) from which to deliver services.
- Many of the current premises OTR uses are not really fit for purpose and do not advance our mission.



- Demand for our services continues to outpace our capacity to meet it. Much of this unmet need is because space is at a premium and not any limitation in our delivery model.
- We have exhausted the capacity in our owned space. The Horfield Road site runs five rooms at maximum capacity six days a week 8am to 8pm. The bulk of service delivery that happens away from this premises is run from venues we lease at varying expense.

- The current approach to acquiring new space is no longer cost-effective. OTR now spends upwards of £55k a year on room hire and rent. The current approach/model also compels us to resource each new 'premises' with paid staff rather than volunteers, pushing up the cost still further.
- There are a number of additional hidden financial costs to the current arrangement around staff expenses (caused by increased communications/travel/parking) and lost time (efficiency).
- The current approach fragments the service in a way that undermines quality and organisational culture/coherence.
- Communication is more difficult across a staff and volunteer body of over 100 individuals deployed over several sites with no central hub.
- Risk is dispersed across a number of sites in a way that makes it harder to understand and engage with.
- In the recent staff and volunteer survey, 1 in 4 respondents identified the physical environment as a source of stress in their job.

Despite these challenges, the breadth of delivery and accessibility of OTR services as of 2016 is nonetheless impressive. Provision extends into most neighbourhoods, often right into people's homes, and is available across seven days in many cases. Significant growth into South Gloucestershire has also been achieved.

We use technology progressively, with mobile working and cloud based solutions for case management, finance, HR and communications well established. There is though a marked lack of facilities support for both buildings and IT, with individual managers having to resolve technical problems and procurement of supplies individually.

## ***WHERE DO WE WANT TO BE?***

We want to continue to work in an outreach way. Bristol is a large city, and South Gloucestershire has a challenging geography without a natural centre. Public transport is currently expensive and unreliable and many of the most disadvantaged neighbourhoods are outlying places far from the city centre.

We do though want to be able to identify a common home - a central OTR 'youth mental health hub' in both Bristol and South Gloucestershire from which all back office functions and front line staff work.

We also want to be leaders in our field for use of digital technology and online support. Young people are the single largest consumer group of online content and social media, while flexible working practices and our current estates portfolio means mobile working is a necessity. Intelligent use of technology has the potential to transform both our service delivery (making it more accessible than ever) and our experience and efficiency as staff.

## ***HOW TO GET THERE***

The route to a sustainable and futureproof estates solution is unlikely to prove simple and the goal of a single central hub unlikely to be realised in the five-year life of this plan. As a guide, this strategy proposes three broad programmes of work towards our goal:

- Drive down existing estates costs by re-designing the way we deliver outreach services and consolidating other appropriate functions/projects into fewer, larger, leased spaces.
- Leverage finance from St Michaels Hill and use the housing market and capital gains over the medium term to improve our capacity to purchase a premises of the size needed within the next decade.
- Invest in developing online services and technology to support flexible and mobile working practices.

## **CONSOLIDATION & RE-DESIGN**

Current expenditure on premises from which to deliver services runs at circa £50k annually. Any future service growth without serious consideration of the value this approach offers will only push this spending up further.

Strategically then it is proposed that as a 'first phase' estates solution there is both a consolidation of premises and a re-design of the services that reach into outlying neighbourhoods.

Consolidation means bringing services and projects scattered over several sites into fewer, shared, spaces. Given our immediate circumstances and inability to buy a single hub of the size needed, consolidation is likely to mean renting, though the option to purchase smaller premises will be explored fully as it may create a financial route (through appreciation) to purchasing the larger central premises that is the focus of this strategy.

The issue of re-design is picked up more fully in the Service Development Strategy, but in terms of estates must ultimately result in a cessation of hiring rooms across the city to deliver discreet counselling services.

## **BORROWING**

The central OTR hubs are only viable as spaces (at that scale) if they are owned by the charity. Save the good fortune of an appropriate and available community asset transfer, the cost of buying a commercial premises of the required size and location is well beyond us. Notwithstanding the complete lack of suitable properties currently available on the market, we could safely borrow against Horfield Road to secure a mortgage of around £500k, but would need approximately double that. The long-term strategy must be to make our only asset work harder for us, buying and appreciating other property to a point where the hub is in reach.

That said, any new central premises in Bristol and/or South Gloucestershire must satisfy the following criteria at a minimum:

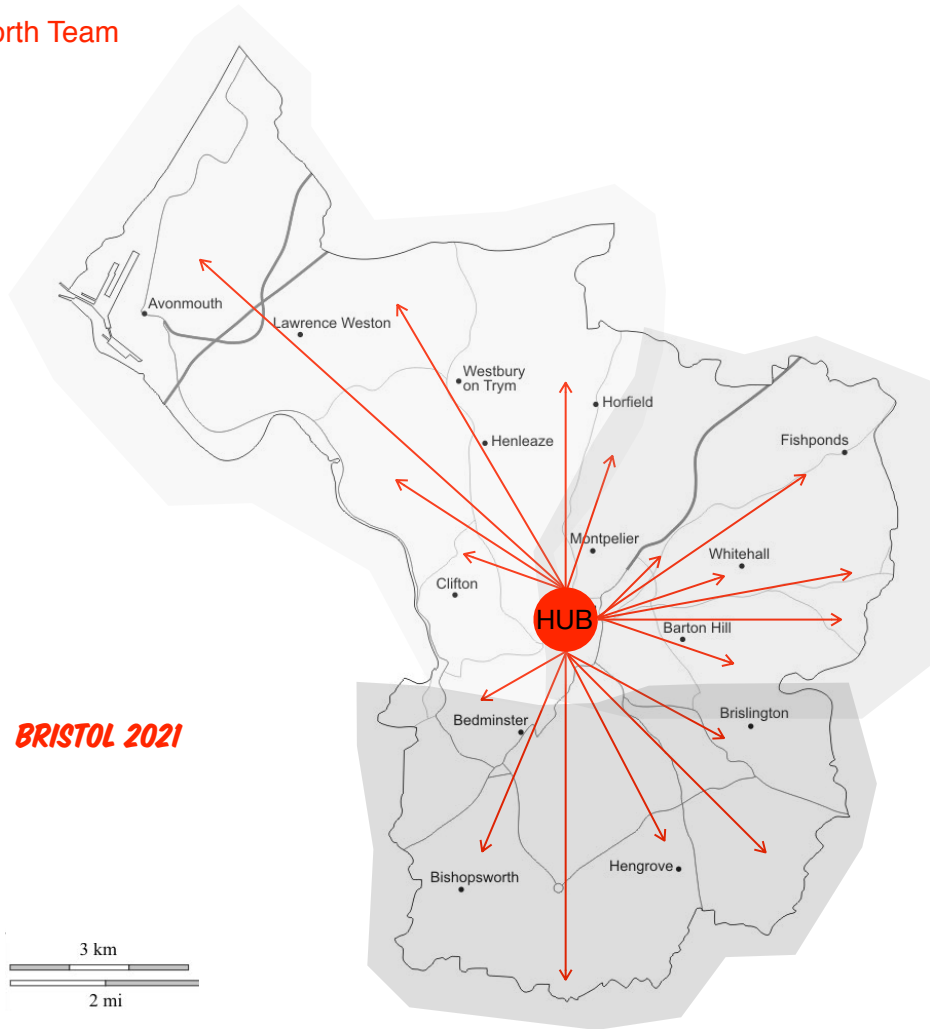
- Consolidate the costs associated with most, if not all, current Bristol room hire / rentals.
- Provide for current and future growth but not over-commit OTR to space it does not need and cannot use. The optimum banding is estimated between 4-6 thousand sq/ft.
- Be well connected to major public transport routes.
- Be physically accessible and safe.
- Represent good financial value on its own terms. We must not pay above the market rate for premises.
- Not expose OTR to unreasonable financial risk or cash flow pressures.

## **ONLINE SPACES & IT INFRASTRUCTURE**

Investment in IT infrastructure will be an important feature of the coming years. This can be summarised below:

- Use of a cloud based HR system (Octopus)
- Use of a cloud based accounting system (Kashflow)
- Use of online banking
- Use of cloud based storage (Google Drive and Business)
- Use of a cloud based case management system (IAPTus)
- Investment in laptop, tablet and smartphone hardware to support mobile working across Windows and Mac operating systems.
- Use of app based technology to develop internal communication / intranet functions (Slack)
- Continued investment in the OTR website as *the* main portal for accessing services, digital resources, communicating with stakeholders and delivering online support.
- Establishing a reliable sub-contractor to support OTR's IT infrastructure needs.

North Team

**BRISTOL 2021**

South Team

**OFF THE RECORD (BRISTOL)**

The diagram on the left illustrates in basic terms how the estates model will evolve to support the delivery model.

Instead of continuing to locate discreet services over a large and increasing number of sites, a city centre hub will provide the administrative base for the organisation across both Bristol and South Gloucestershire, supporting functions like finance, administration, marketing and communications, facilities and human resources. The hub is also the administrative base for the emerging OTR workforce, who work out from the centre in locality teams - outreaching to schools, youth and other health settings in their area in a much more integrated way. (See the Service Development Strategy for more on this).

The hub is also the site of an expanded counselling service and where citywide psychosocial youth groups like Freedom, Zazi, Mentality and Inspiration Works deliver their direct work from. Therapeutic group work, online services, training and management meetings (including those at Board level) are all also hosted by the central hub.

The central hub will have presence and impact as a space and citywide resource specialising in youth mental health. Street level drop-in, prominent branding and non-stigmatising spaces that use digital and online resources to enhance service delivery promote a coherent working culture across the organisation and work to position OTR clearly as an early intervention/prevention service.

East Central Team

## OFF THE RECORD (SOUTH GLOS)

The diagram on the right illustrates in basic terms how the estates model could support the delivery model in South Gloucestershire.

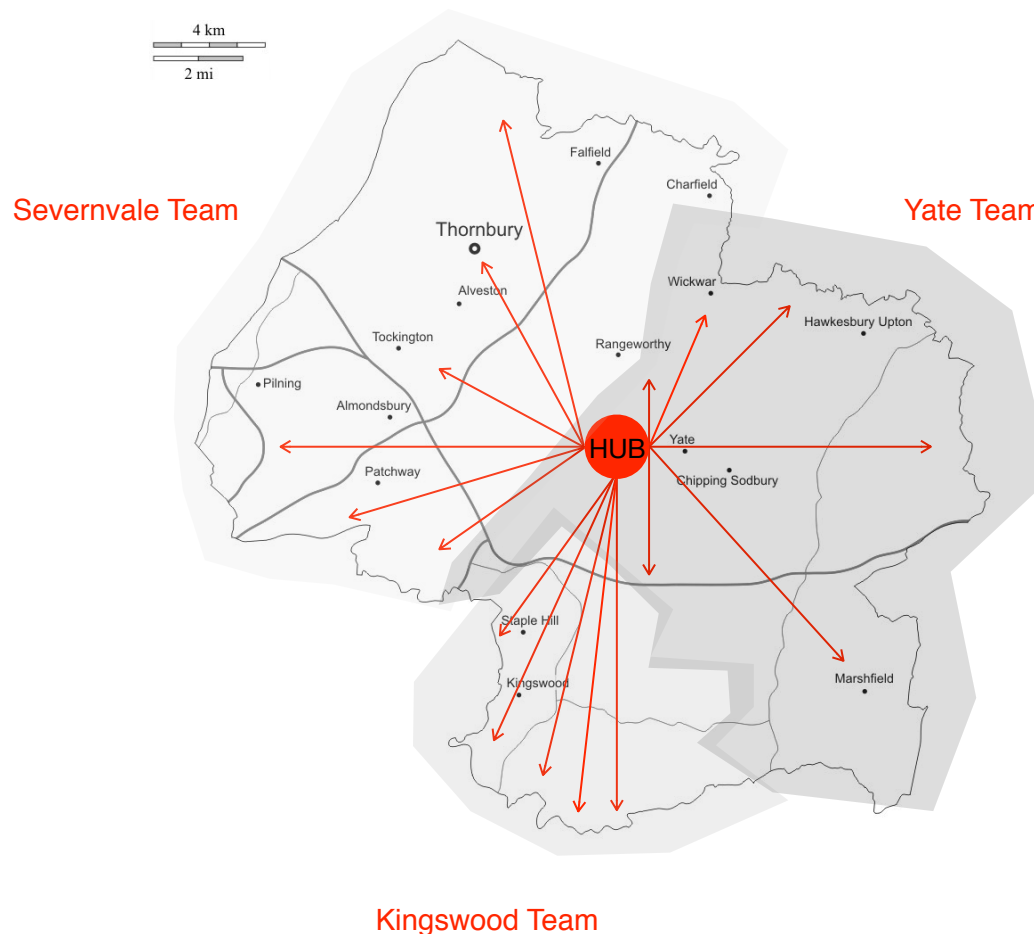
A hub in Yate serves as the administrative home for staff who work outreached into schools, youth and other health settings across the three localities of Severnvale, Kingswood and Yate.

There is some scoping work to be done in South Gloucestershire that is dependent (to some extent) on the outcome of the local procurement of CAMHS currently underway. The estates and delivery model could mirror that anticipated for Bristol, with the hub providing the basis for launching new incarnations of Freedom, Zazi and Inspiration Works (or indeed new and unique psycho-social projects). There may also be value in the same street level presence in relation to drop-in and mental health resources.

The difficulty in South Gloucestershire is that without a natural 'centre' the hub in Bristol is likely to be a more obvious focus for young people resident in the bordering urban fringe neighbourhoods like Kingswood, Patchway, and Filton. Whether this matters or not probably reflects financial boundaries more than anything else, but it may influence what kind of premises are valued and used by our clients.

With back office functions like payroll, human resources and finance located centrally in Bristol, the hub here is perhaps better understood as a satellite, with some - but by no means all of - the needs and functions required of premises in Bristol.

## SOUTH GLOS 2021



# MARKETING, COMMS & DIGITAL

## STRATEGY 2016-2021



### INTRODUCTION

Advancing our social benefit in a digital age demands a digital strategy. Given that our clients are (first and foremost) young people, the most brand savvy and digitally literate and engaged of all demographic groups, a strategy and substantial investment in this direction is essential in the coming years.

This strategy outlines (in broad terms) what we want to achieve, who our audience is, and how digital technologies and content will support other areas of the organisation, from service delivery and fundraising to campaigns, training and mobile working.

### WHERE ARE WE NOW?

We create a large amount of online content, much of it user generated. And with over 37k Twitter followers and active Facebook, Tumblr, Youtube, Vine, LinkedIn and Instagram profiles (with individual projects moderating their own additional accounts) we are certainly not afraid to engage with new media. A well designed website attracts over 20,000 hits each month, and a quarterly newsletter reaches over 500 subscribers.

Staff contribute blog posts and commentary locally through established media outlets such as the BBC and Evening Post, as well as nationally in places like The Guardian, Huffington Post and industry publications such as The Psychologist and Therapy Today.

We also produce physical literature, much of it project specific. A range of small information guides on common mental health issues has proven very popular, while some other resources have been sold extensively to Local Authorities, schools and NHS Trusts across the UK.

### **WHERE DO WE WANT TO BE?**

In a few areas we perform progressively for a charity our size (for example in our use of social platforms and mainstream media coverage). There was though a strong feeling across the consultation that despite these advances our marketing and communications sometimes lacks focus and impact - particularly when in support of user generated content and campaigns.

Ultimately, we want an instantly recognisable brand that by association communicates clearly our purpose and the quality of our work to stakeholders. More than that, we want our brand and communications to have an impact - on individuals looking for support but also on wider systems and policy. To achieve this we need to clearly answer three questions:

- *Who do we want to communicate to?*
- *Why?*
- *How will we communicate?*

### **WHO DO WE WANT TO COMMUNICATE TO?**

1. Young people and their support systems
2. Local professionals
3. Wider stakeholders\*

*\* This includes anyone not directly accessing support, such as funders, government, professional bodies etc.*

### **WHY?**

#### **Young people aged 11-25 and their support systems**

- To promote services
- To encourage help-seeking and emotional/psychological self-management
- To challenge stigmatising attitudes
- To promote health and resource young people
- To support front-line service delivery

#### **Local professionals**

- To promote services (including training)
- To challenge stigmatising attitudes
- To promote health and resource young people

#### **Wider stakeholders**

- To support fundraising (including training)
- To encourage collaboration and build consensus
- To spread research and good practice
- To challenge stigmatising attitudes
- To challenge systemic failings
- To influence policy

### **HOW WILL WE COMMUNICATE?**

There will be a marked shift away from (expensive) paper based marketing and communications towards digital - with our website the focus for this change. Digital communications are cheaper, can be more frequent, and allow us to make the OTR brand much more participatory, placing user generated content at the heart of this shift in medium and wider communications strategy. (See table overleaf).

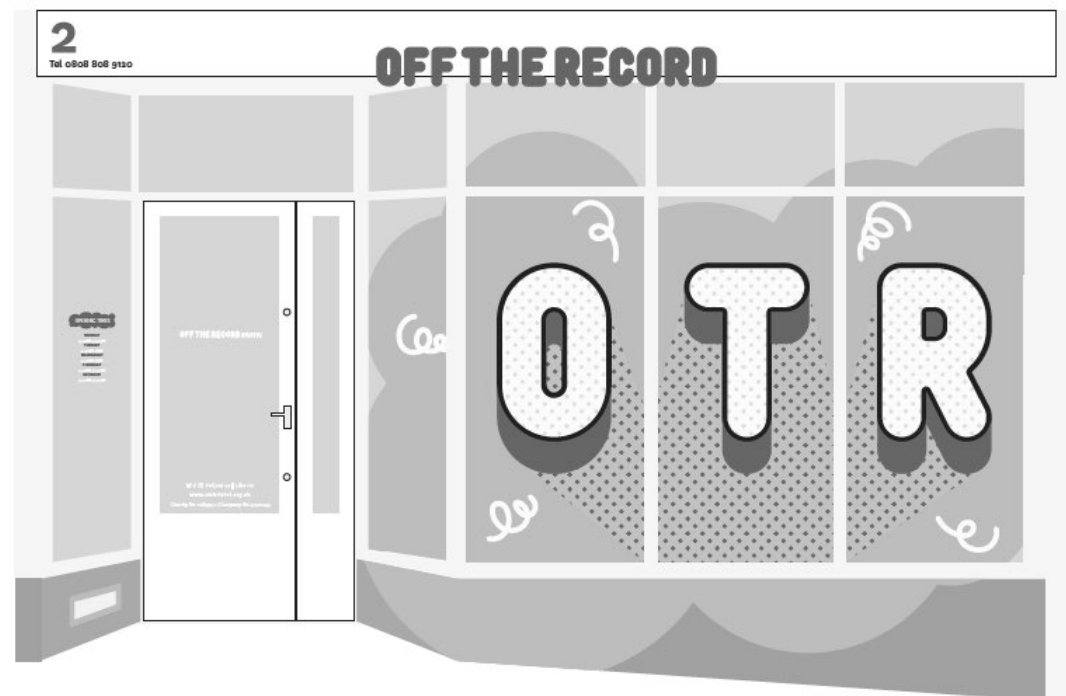
Communication Strategy		
Young people and their support systems	Local professionals	Wider stakeholders
Website	Website	Quarterly E-Newsletter
<ul style="list-style-type: none"> <li>- Through new user-registration and 'digital backpack' features as well as project specific pages and increased health promotion resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Through a more navigable and detailed 'what we do' section of the site and the ability to register for updates.</li> </ul>	<ul style="list-style-type: none"> <li>- A <b>Mailchimp</b> newsletter summarising latest news inside OTR.</li> </ul>
Social Media	Targeted Advertising	Social Media
<ul style="list-style-type: none"> <li>- Will provide a constant focus for user-generated content, campaigning and the promotion of services. The platforms targeted will be <b>Snapchat</b>, <b>Youtube</b>, and <b>Facebook</b>. Individual projects may utilise other specific platforms.</li> </ul>	<ul style="list-style-type: none"> <li>- OTR will regularly promote awareness of services and contact details to highly targeted audiences (e.g. GPs, Schools, Social Care, VCS) and only via established mediums (e.g. local CCG communications for GPs).</li> </ul>	<ul style="list-style-type: none"> <li>- The OTR <b>Twitter</b> account will act as the only dedicated outlet specifically targeted at this audience.</li> <li>- A <b>LinkedIn</b> page to promote vacancies, articles and staff.</li> </ul>
Email	Literature	Mainstream & Industry Media
<ul style="list-style-type: none"> <li>- OTR will use regular email updates (opt-in at registration) to promote new services and projects, as well as send new health promotion and self-management resources.</li> </ul>	<ul style="list-style-type: none"> <li>- A generic (and basic) promotional postcard and business card that does not privilege any service, will not date quickly, but equips professionals with contact details in order to make a referral and pushes them to the website.</li> </ul>	<ul style="list-style-type: none"> <li>- Print/online (e.g. Huffington Post, Guardian) by blogging opinion pieces.</li> <li>- T.V. and Radio by participation in appropriate content and regular press releases of new work/awards/funding.</li> </ul>
Literature		Website
<ul style="list-style-type: none"> <li>- A generic and basic promotional postcard and business card for the overall service augmented by (minimal) project specific literature.</li> </ul>		<ul style="list-style-type: none"> <li>- Specifically, a more navigable and active <b>blog</b> with lots of user generated content as well as opinion pieces from staff and stakeholders pushed through social media.</li> </ul>
Third Parties		
<ul style="list-style-type: none"> <li>- Specifically, in Bristol, <b>Rife (Guide)</b>.</li> </ul>		

## BRAND

To support the continued diversification of services it has become necessary to re-position the brand slightly. 'Off the Record' is synonymous with counselling; a (fifty year) heritage and identity that now unhelpfully sets expectations of the service both among young people as well as referring agencies and professionals. In fact 'Off the Record' and counselling are so entwined locally that our other projects, services and options for young people are often obscured or viewed as secondary in some way. To an extent this 'brand bias' is also true internally across our organisational assumptions, behaviours and operational focus.

Our brand must express the fullness of our contemporary offer to young people, which long ago moved beyond one-to-one counselling and in the coming years will expand further through a strategic move away from 'transactional' support to services grounded in community development approaches.

To support this, the over-arching brand aesthetic will need to shift, from 'Off the Record' to 'OTR' - allowing for multiple variations in colour and style on that basic moniker and logo (which will supercede all others). The counselling service will also get a unique brand identity to support the separation of 'OTR' from 'counselling' and allow the counselling service to co-exist with the other projects and support on offer more equally.



## SUPPORTING SERVICE DELIVERY

To support re-focussed services that emphasise participation, self-help, self-care and self management, the OTR brand will mirror these principles and move to 'co-ownership' by young people and the organisation. In practice this means a strong emphasis on user generated content, with OTR providing an online platform for the exchange of mental health resources, information and discussion. In this way the brand is an extension of the community development approach, with young people participating in OTR constantly creating digital content and sharing their experiences and resources with peers.

## **THE DIGITAL BACKPACK**

An extension of brand ‘co-ownership’ is the idea that young people also ‘own’ their information - that which the organisation typically keeps *about them*. We will explore the potential of a ‘digital backpack’, an online space (hosted by OTR) and accessible (owned) by the young person in which all clinical notes, helpful resources, correspondence, and dates are stored in one place. Once registered (and thus a member), this ‘backpack’ stays live until their 26th birthday (unless the young person unsubscribes) and means they can continue to access OTR services and support as and when they need to, without constant re-referral and without the feeling of being ‘dropped’ post service. At the same time as putting young people in control of their relationship to OTR and supporting more targeted communications, this technology also makes young people responsible for what they access and when, encouraging self-efficacy.

## **ANALYTICS**

The advantage of a re-defined relationship to our clients (as participants rather than consumers; members rather than service users) is twofold. First, it allows regular communication in a preventative way to a much larger number of young people. Second, there is the potential in this communication to capture and use data in a much more intelligent way than is currently possible, influencing anything from service design, fundraising, research and public health trends. To harness the power of this information a much more rigorous approach to analytics and the insights offered by data will be required.

## **RESOURCE**

The amount OTR allocates to marketing and communications will increase substantially. (Currently this area totals 2% of overall expenditure). This will include a full-time Marketing & Communications Manager and the intention to build a staff/volunteer structure capable

of supporting functions including in-house graphic design and fundraising.

The intention to develop an enhanced communication to young people in particular will require a strong co-ordinating function, particularly given the expansion of user generated content and the service wide shift to mental health promotion and self-help/management.

## **MARKETING AS A FUNDRAISING & TRADING TOOL**

There is opportunity within this strategy to explore how marketing materials might translate into tradeable goods like mental health resources (for sale to other local authorities and CCGs) and even merchandise targeted at young people created from within OTR projects - e.g. clothing, stickers, badges. As an extension of the financial strategy, an entrepreneurial spirit and fundraising function (based on a strong and appealing brand) will exist across all our marketing and communications.

## **INTERNAL COMMUNICATIONS**

Internal communications remains something of a challenge across OTR, not least because of rapid growth and the dispersed nature of the workforce. Whatever estates solution is found, there will need to be reliable and effective internal communications, supported by the physical environment and meeting structures, but also technology. Continued experimentation with the latter will attempt to find the most (cost) effective way of achieving this (e.g. Apps like **Shift** and/or cloud based intranet software such as **Igloo**).

## **REVIEW**

An annual strategy review and any subsequent iterations will be formally led by marketing and communications staff with support from the Chief Executive and interested staff and volunteers.

# FINANCE & RESOURCES

## STRATEGY 2016-2021

### INTRODUCTION

Advancing OTR's charitable mission and realising any of the aims and models described in these strategies will require a thoughtful financial strategy that reconciles a number of tensions in growing the organisation sustainably. The most significant of these include:

- Finding a business model that allows us to scale up without losing the intimacy and 'humanness' of a small organisational culture.
- Finding a path to greater financial independence.
- Building up the cash reserves of the organisation.
- Exploiting resources other than money to extend our impact.

### WHERE ARE WE NOW?

We are a fast growing organisation that despite an incredibly challenging financial landscape post 2008 has managed to thrive. Turnover is up 1200% in that period and the diversity of income is unparalleled in our history. In 2015-16 alone the organisation doubled in size and now employs over fifty staff, with a further 50 sessional staff, volunteers and students engaged in work for us.

Growth on this scale presents a number of challenges though, not least to the balance of funding (currently 75% is governmental in origin), financial management, our cash flow and cash reserves.

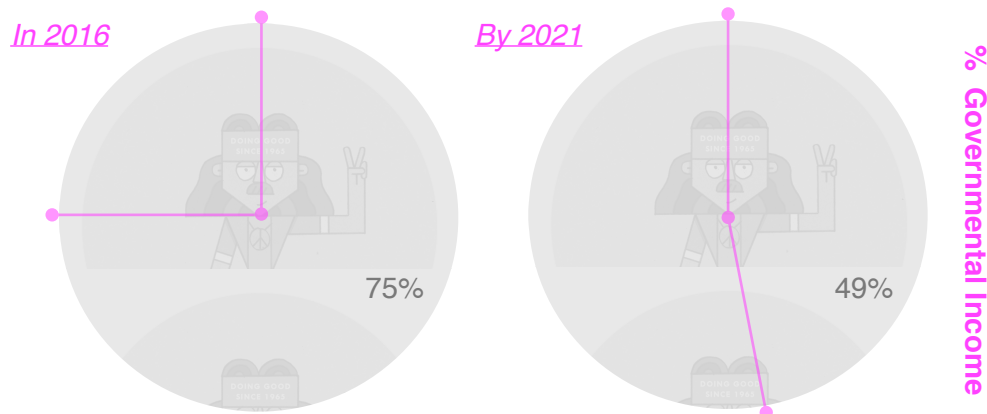


Two thirds of our income now arrives in arrears, and credit control is a much greater feature of our financial management than ever before. Our free cash reserves, which have grown by 278% since 2010 but nonetheless still represent just under three month running costs, are made to work for us by managing this uneven cash flow. With rapid growth and 75% of income going direct to frontline services, there is need to invest in finance and human resources structures to support the financial management and efficiency of OTR and sustain our work more effectively.

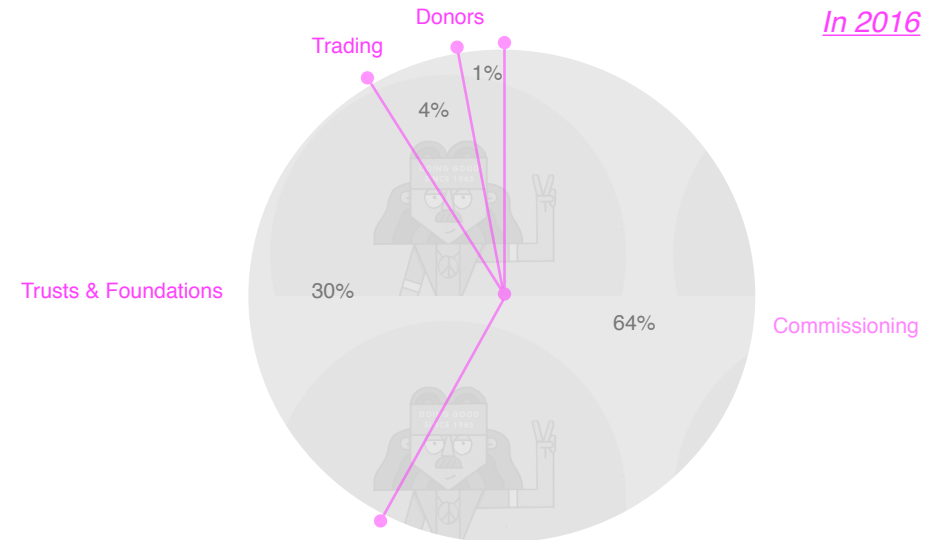
Despite these challenges, our liabilities (redundancies and pensions) remain small and the financial risk we're exposed to (cuts in funding) is low. In fact, the challenge for this strategy is to manage continued financial growth not contraction, since fundraising forecasts remain optimistic even if the wider landscape remains a challenge.

### WHERE DO WE WANT TO BE?

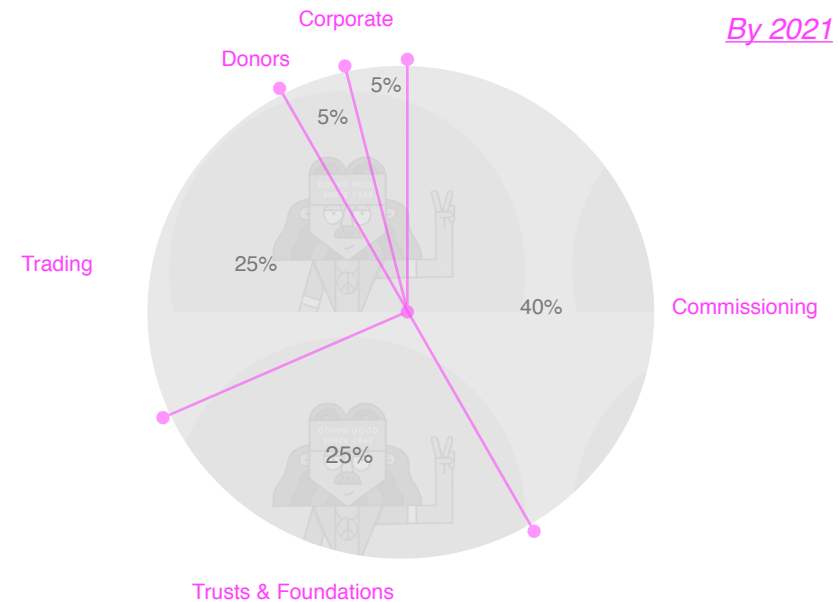
These charts illustrate some of our basic financial goals for the coming years in relation to income. We will work to achieve a distribution of income that is balanced and able to demonstrate independence from the state. This is not the same thing as saying 'government funding is bad', simply to acknowledge that OTR is a charity and entity with our own mission that is potentially compromised by any dominant financial and contractual relationships with the state.



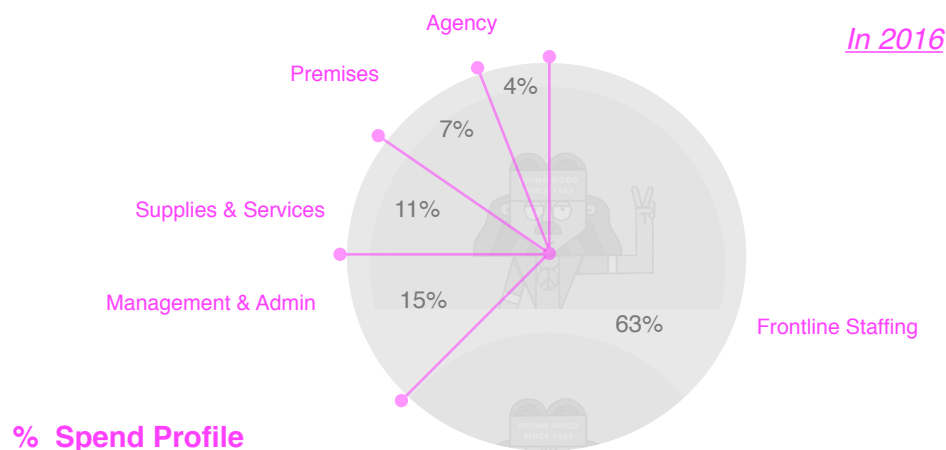
*In 2016*



*By 2021*



As well as better distributing our income across revenue streams, increasing the amount of unrestricted income and reducing the amount of state funding we take (as a proportion of turnover), we want to ensure we continue to direct as much funding as possible to front line services.



## CORE COSTS

We will recover core costs assertively where contracts allow and at a minimum will seek to allocate between 15% - 20% of all budgets to central management, finance, HR and facilities expenditure.

As a rule we will not allow our total core costs to exceed 20% of our expenditure. Similarly, neither should they fall below 15% and it is an explicit aim of this strategy to invest in our core (but underdeveloped) business functions including finance, fundraising, HR, marketing and communications.

## RESERVES

Our rapid growth has placed a strain on our cash position. Although our reserves have risen by 278% since 2010, the current size of the organisation means they do no longer represent a full three months running costs (total expenditure). They do however represent just over four months running costs for the core OTR service - that is, the service we would always look to protect and subsidise in the event of a funding crisis. (Some expenditure goes towards services we would/could close overnight if the income for them ceased. (See overleaf).

Nonetheless, it is an explicit goal of the coming years to build up our cash reserves to a minimum three months total expenditure.

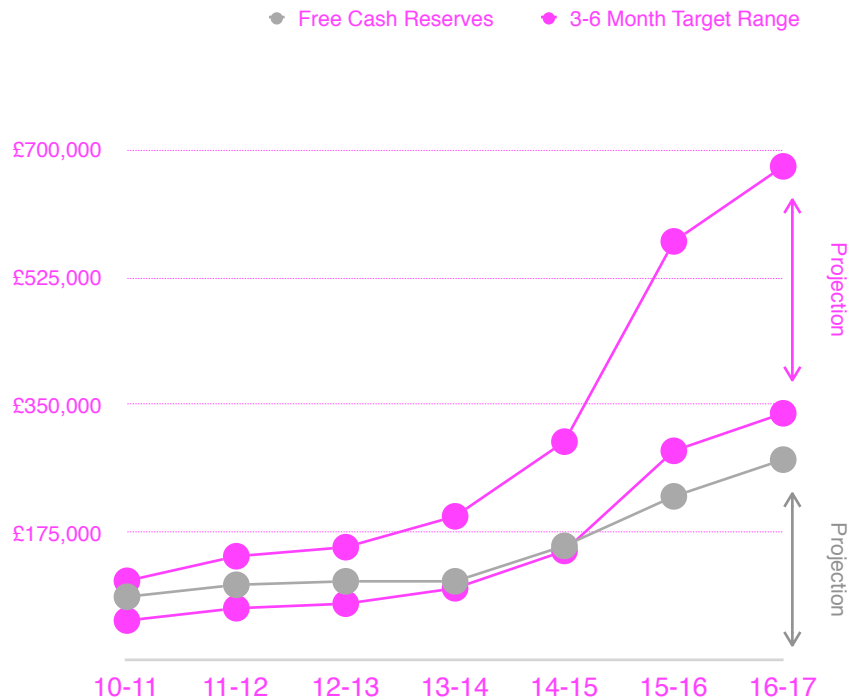
Charity law requires any income received by a charity to be spent within a reasonable period of receipt, so Trustees should be able to justify the holding of income as reserves. The reasons why OTR holds a cash reserve are:

- To fund working capital and manage cashflow.
- To fund unexpected expenditure, for example when projects overrun or unplanned events occur.
- To fund shortfalls in income, when income does not reach expected levels.

OTR's target level of reserves is expressed as a target range, and is informed by:

- Forecasts for levels of income for the current and future years, taking into account the reliability of each source of income and the prospects for developing new income sources;
- Forecasts for expenditure for the current and future years on the basis of planned activity;
- Analysis of any future needs, opportunities, commitments or risks, where future income alone is unlikely to be able to meet anticipated costs;
- Assessment, on the best evidence reasonably available, of the likelihood of each of those needs that justify having reserves arising and the potential consequences for the charity of not being able to meet them.

## Level of Free Cash Reserves



## ENTERPRISE

There are two routes to improving the reserve position, one led by cuts in expenditure, the other by increasing unrestricted income. Given the level of demand for OTR, the high proportion of income spent on front line work and the small proportion spent on premises, supplies and services that support it, the former is not likely to yield large sums - albeit financial efficiencies through improved financial management will be possible and made.

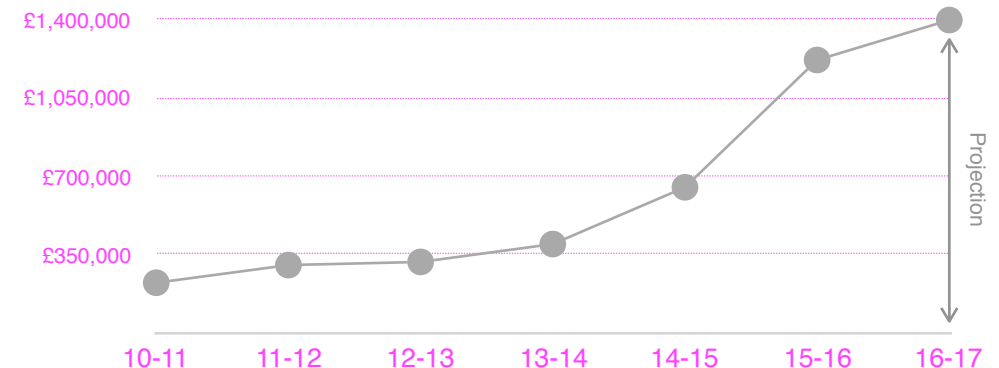
The most likely route is through increasing unrestricted income; that is, income not committed to any frontline project

expenditure. An amount of this can come from grant making trusts, though the number of these willing to grant unrestricted funding is small. Another source is individual donors, and we will actively, incrementally, build our donor base over the coming years as a part of this strategy. However, the most high impact way in which to draw down income of this kind will be to develop our ability to trade goods and services.

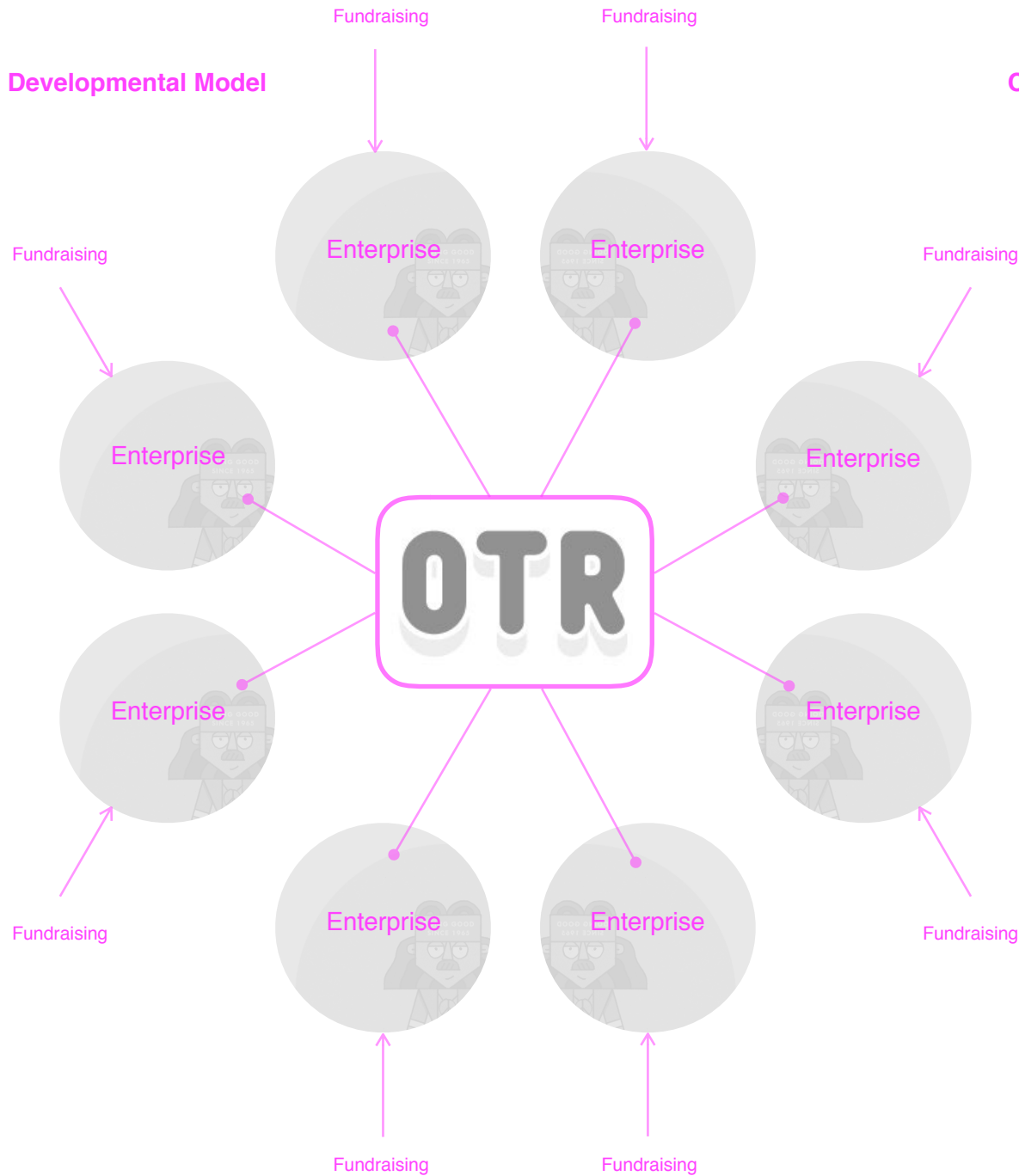
It is a core feature of this financial strategy that we will scope and develop our capacity for enterprise across the organisation, with an explicit goal that 25% of our income comes by this route by 2021. This is an ambitious target, but one that is important to pursue not only to build our reserves but also to assure our independence and greater sustainability. Specifically and strategically, this means all aspects of the organisation embracing an entrepreneurial spirit, not simply funneling this aspect of fundraising through a discreet and dedicated trading arm. Some features of this are likely to include:

- Selling specialist training and education programmes in youth mental health.
- Self-publishing materials, resources and books.
- Young people producing resources, art works, clothing etc. through participation in OTR projects.
- Selling private services to schools, employers, universities and other non-health settings.
- Separate social enterprise(s)

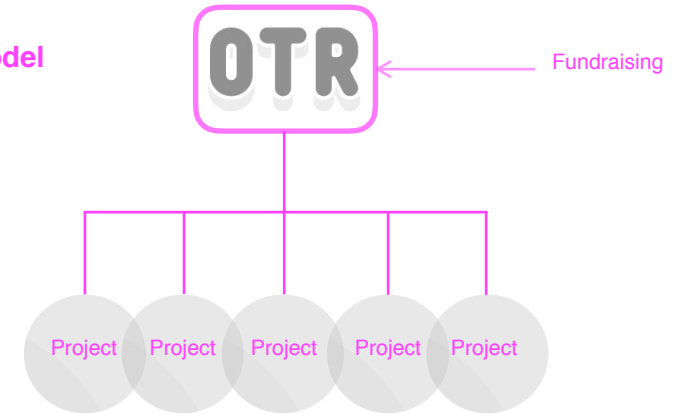
## Turnover 10/11-16/17



### Developmental Model



### Charity Model



### ALTERNATIVE BUSINESS MODELS

A central plank of this strategy is to find a way to grow our impact (and by implication size) without losing the cultural intimacy and identity that being a smaller organisation brings. This challenge also speaks to the pressures on fundraising and reserves insofar as different business models present different ways of managing these.

For example, our current business model is a straight forward single legal entity which accumulates projects within it that require ongoing resource which is drawn down centrally by the organisation's central fundraising function (see above charity model). The difficulty with this is that as we grow, each project will require greater resource and thus greater central costs to support it. This puts projects in financial competition with one another inside the model since OTR (as a single entity) can only visit a limited number of funders in order to access resource. Depending on the funder, different projects also make radically different contributions to central costs.

An alternative model, one within the gift of our Constitution and consistent with the shift to developmental service delivery and principles of self-management in our work with young people, is to a developmental model (see above developmental model).

In this OTR might launch projects and even run them for a few years, but ultimately the goal is to incubate and parent them with a view to floating them as stand-alone legal entities; enterprises able to stand or fall on their own merits and scale, able to fundraise independently with their own identity, strategic relationships and trustees. This quasi-franchise model has the benefit of keeping the core OTR body at a smaller size (and thus reducing pressure on reserves) while having a potentially much greater impact on our charitable mission.

Over the coming years OTR will look to establish a pathfinder project for this alternative developmental model to test its potential as a future business model.

## ***BORROWING***

We are fortunate to own outright our premises on Horfield Road, and will look to leverage against it in order to grow the financial resources and assets owned by the charity. An aim of this strategy is to begin to make this asset work for the charity, both as a contribution to unrestricted income and developmentally to support the future estates needs of OTR. Some options for this include:

- Buying property that yields a commercial/residential rental income.
- Buying and developing property in order to benefit from capital gains.

## ***FINANCIAL MANAGEMENT***

Whatever else this strategy purports to achieve a fundamental and basic aim is to invest in robust financial management of the charity. The growth of recent years has placed pressure on this function that means it remains fundamentally under-developed. Better financial management in this scenario means investing in adequate staffing

(number and quality). Within the People, Culture and Organisation Strategy there is commitment to develop the business functions of OTR, with a new structure overseen by a Director of Resources. Any move to a new business model of the kind described in this strategy, indeed our capacity to evolve at all at this stage, is predicated on the establishment of this structure.

## ***RESOURCE***

A final aim of this strategy is to better understand and harness the value of resources beyond money. This means unlocking the potential value brought by things like volunteering, student placements, research, creative partnerships, pro-bono corporate support etc.

Thinking more holistically about resources rather than funding will support our transition to an organisation adapted to a diminished financial landscape and the general retrenchment of public services around us.

In the first year a social return analysis will be undertaken to augment this commitment and provide guidance on how best to elicit this value operationally.