

REACHING FURTHER

Spring 2021
Our plan for 2021/2



OUR GOALS

WHAT WE AIM TO DO



We have four goals to drive and direct us during the coming year. We will:



Grow our social movement, with young people playing a more prominent role at OTR and more organisations and individuals joining us to achieve our mission.



Widen our impact so that more young people will gain support from OTR across more locations and diverse communities.



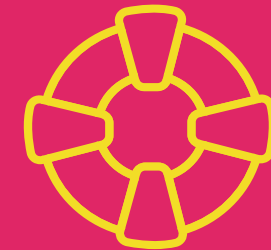
Enhance our offer so that young people will have a wider and better choice of mental health services.



Increase our influence to help create a world in which young people can flourish.

OUR STRATEGIES

HOW WE WILL DO IT



1. REACH YOUNG PEOPLE WITH THE GREATEST NEEDS

We will increase our reach among groups of young people that are most likely to experience poor mental health but face barriers to accessing support. Highlights of our plan for the year include:

- ▶ Scaling our targeted work through Zazi (for young people of colour), Freedom (for LGBTQ+ young people) and Community Partnerships (for all groups experiencing inequality).
- ▶ Offering a wider range of enjoyable services that recognise young people's uniqueness. Young people will gain support in 1:1 and group settings and have access to a rich portfolio of projects built upon the mental health benefits of the arts, sport and nature connection.
- ▶ Taking our work into young people's communities, including through our new Mental Health Schools Team and our Link Engagement Workers to reach young people in or leaving care, the Somali community and those living in deprived neighbourhoods in South Bristol.
- ▶ Making our work more inclusive for young people with disabilities.
- ▶ Launching an LGBTQ+ therapy service for young people, the first of its kind in Bristol.

OUR STRATEGIES

HOW WE WILL DO IT



2. STRENGTHEN YOUNG PEOPLE'S PARTICIPATION AND VOICE

We will widen and deepen young people's participation at OTR to ensure that our services and wider organisation are shaped by those we exist for. Highlights of our plans for the year include:



Listening to young people's experience of the global pandemic and using their feedback to develop and refine our future work.



Placing our young volunteer Peer Navigators and Representatives at the heart of young people's experience with OTR.



Enabling young people of colour to lead social action projects and tackle issues that are important to them.



Scaling our new youth social action project Acts of Activism to train young people in how to influence and create change.



Ensuring that young people's rights are embedded across all OTR services in line with our Four Cs (Choice, Confidentiality, Complaints and Consent).

OUR STRATEGIES

HOW WE WILL DO IT



3. EXTEND OUR USE OF DIGITAL

We will draw upon the rich learning that we accumulated during this past year to scale OTR's digital offer. Highlights of our plans for the year include:



Retaining digital services that worked better online or that improved access, such as our Book Club, Nature Works during winter and 1:1 Therapy for those facing barriers in coming to see us.



Increasing our use of social media to communicate our health promotion messages. We will offer young people quality content that they can digest in their own time. For example, we will run a Big Emotions Series to develop young people's emotional literacy.



Scaling Pro Real, our therapeutic service that takes place in an online virtual world. We will use the digital service to attract groups who face barriers to accessing more conventional therapy, such as young men.



Delivering a suite of digital mental health training to organisations and professionals that work with young people.






OUR STRATEGIES

HOW WE WILL DO IT



4. WORK IN PARTNERSHIP WITH OTHERS

We will collaborate extensively to reach young people, co-deliver services and influence. Highlights of our plans for the year include:

-  Working alongside our local Clinical Commissioning Group to expand into North Somerset, and establish new partnerships in the district to underpin our new programme.
-  Co-delivering services with local organisations, such as those working in the fields of the arts, sports and nature connection.
-  Building partnerships with organisations working with young people experiencing inequality, such as community groups working with young people of colour and youth clubs in deprived neighbourhoods.
-  Deepening our partnership with Child and Adolescent Mental Health Services to improve the local mental health system and ensure young people access the right support at the right time.
-  Using our influence to address the structural inequality that exists across our society and impacts young people's mental health.

OUR STRATEGIES

HOW WE WILL DO IT



5. WORK ALONGSIDE PARENTS AND CARERS

OTR remains a self-referral service empowering young people to make their own decisions. Yet, through testing different models, we are acutely aware of the vital role parents and carers can play in supporting and developing young people's mental health. Highlights of our plans for the year include:

- ▶ Developing Resilient Parenting, a six-week group to develop the resilience of parents and carers and equip them with knowledge and tools to share with the young people in their care.
- ▶ Embedding activities for parents and carers within OTR's various mental health services. For example, our Therapies Service will work with parents and carers to build strengths, resilience and resources within families.
- ▶ Attracting parents and carers to our Hubs to build their understanding of the various mental health services that are available to young people at OTR and beyond.
- ▶ Developing training and resources for parents and carers through Diffusion.

OUR STRATEGIES

HOW WE WILL DO IT



6. INFLUENCE PRACTICES, POLICIES AND SYSTEMS

Harnessing our increasing influence, we will shape attitudes, policies and practices to create systems and environments in which young people can flourish. Highlights of our plans for the year include:



Delivering youth-led social action campaigns through Freedom, Zazi and our Acts of Activism programme.



Sharing our ideas and knowledge with professionals with whom we co-deliver services for young people.



Using Diffusion as a vehicle to share our expertise via training organisations that work with young people, both locally and nationally.



Participating in local and national networks, including Thrive Bristol's Steering Group, Bristol One City's Children and Young People's Board, Queer Futures 2 and Youth Access.

OUR ENABLERS

MAKING IT HAPPEN



Our work with young people will be built upon even stronger foundations. Our priorities are to:

1. STRENGTHEN OUR PEOPLE AND CULTURE

We will use our experiences from this past extraordinary year to make OTR an even healthier and happier place to work for all. Among other things, we will:

- Strengthen our culture, ensuring it reflects our diversity, fosters inclusivity and promotes wellbeing
- Ensure that our recruitment creates a diverse and talented workforce to enhance our culture, reach and representation
- Transform how we induct and train to give people the best possible start at OTR
- Recognise and celebrate the work of our volunteers and offer them an outstanding placement

2. CREATE MORE ROBUST OPERATIONS

We will improve OTR's systems, processes and policies to improve our efficiency and effectiveness. Among other things, we will:

- Review the use of our IT systems to unlock potential and improve the way that we function. For example, we will introduce a Donor Relationship Management system to support our fundraising
- Improve how we monitor and evaluate our work to better understand and report on our impact. We will, for example, collect more qualitative data so we can create a richer picture of the difference that we make to young people's lives
- Improve how we maintain OTR's premises and equipment to ensure that our people enjoy a good physical working environment

OUR ENABLERS



3. INCREASE OTR'S PROFILE

Our new, expanded and strengthened Communications Team will transform our efforts to educate, influence and inspire. Among other things, we will:

- Increase our local and national profile, particularly among practitioners, policy makers and customers of Diffusion's training
- Hone our key messages around OTR and young people's mental health, and communicate to our target audiences using a variety of channels
- Bring young people's voices to the forefront. Young people will develop messages and materials, write articles and champion our work in external spaces

4. GROW OUR INCOME

We will reinvigorate our efforts to develop a sustainable business model by growing income from a range of different channels. Among other things, we will:

- Use our new set of beliefs to make OTR stand out from the crowd to achieve success in a highly competitive fundraising market
- Build robust partnerships with commissioners, companies and funders to maximise our income
- Sharpen our Diffusion offer, condensing our portfolio so that it reflects our most prized expertise and responds to demand from our customers