



## YSS Strategy 2021-2024

### Resilient, Accessible, Adaptive

*People are resilient, can thrive and belong to their local community.*

#### GUIDING PRINCIPLES

##### OUR THEORY OF CHANGE:

*People are resilient, thrive and feel they belong in their community.*

##### OUR VALUES:

- **Dignity and respect** for all.
- **Flexibility:** we continually assess and adapt our practice based on feedback from service users, staff & partners. We offer quick & effective decision making. Staff and volunteers take on multiple roles, providing greater flexibility and responsiveness to the needs of service users.
- **Innovation:** we constantly research and develop new approaches and new ways of working; we actively listen to the views and experiences of our service users.
- **Making it happen:** honouring our commitments to our funders and our service users; connecting people and building networks.

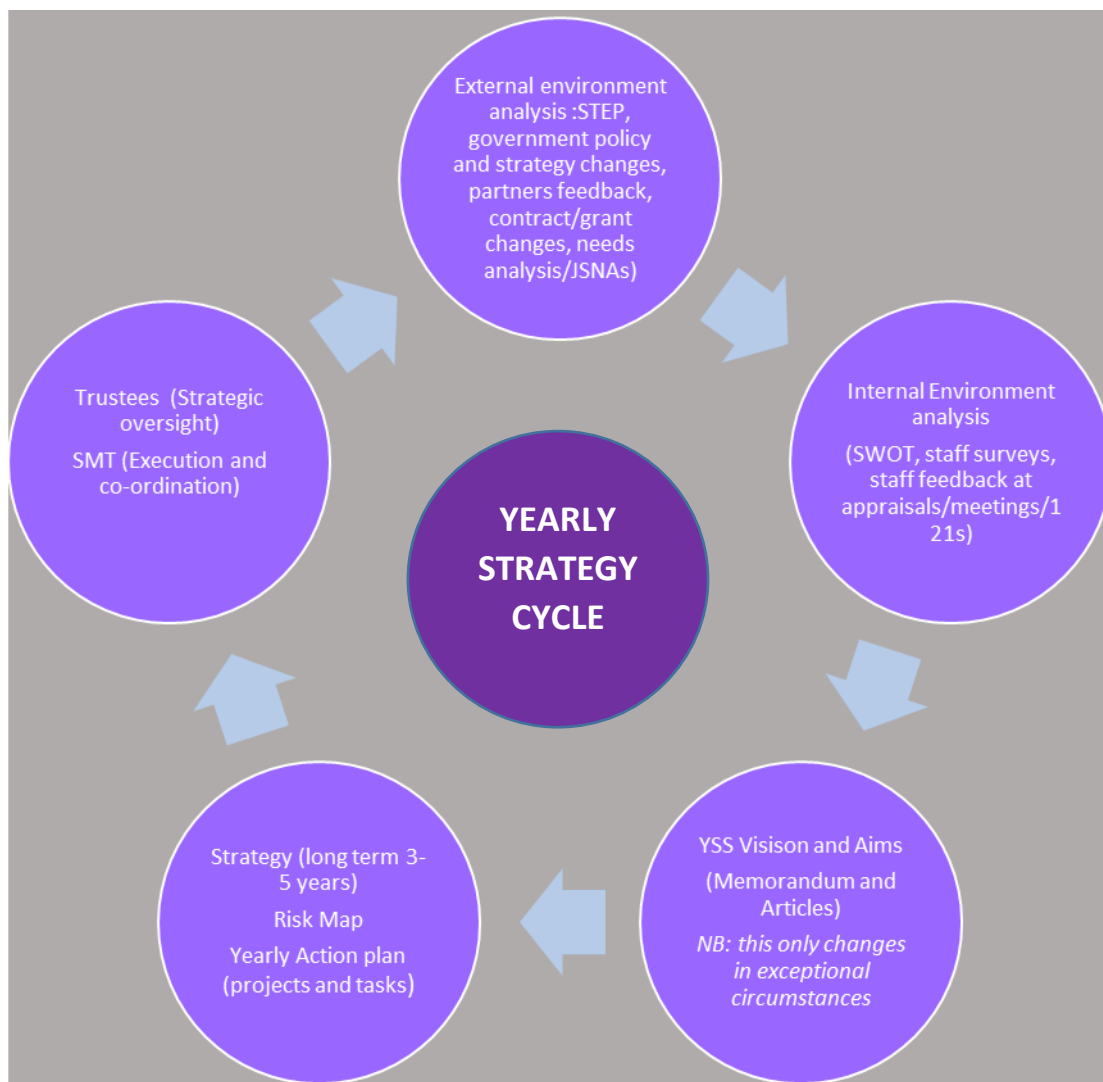
##### OUR BELIEFS:

- People can break through barriers to thrive and realise their potential.
- The best outcomes result from holistic, person centred services combined with a solution focused approach. One size does not fit all.
- To be effective we have to continually develop and work in partnership to improve services and increase the reach and outcomes for those with whom we work to deliver effective and joined up services.
- Organisations should be embedded in the local communities they serve and have an intimate knowledge and understanding of a community's assets and needs.



### OUR STRATEGY PROCESS:

This is a process of constant review and consideration. This graphic gives a representation of the process that was followed in order to create the strategy. This strategy will be evaluated and reviewed on a yearly basis in accordance with the needs identified for YSS.





## YSS STRATEGY 2021-2026

### Resilient, Accessible, Adaptive

*People are resilient, can thrive and belong to their local community.*

#### **Principle 1: Trusting relationships to support people within the wider community**

- Create a welcoming environment for all and apply our EDI, equal opportunities, safeguarding, confidentiality and GDPR policies in a consistent manner across our dispersed teams. Service users will contribute their views to our quality audits.
- We provide direct support, or access to support, for families and individuals with issues of accommodation, finance and debt, emotional and physical wellbeing, education, learning and employment, social and personal relationships. We acknowledge each person's strengths and abilities and help them develop strategies for resilience and independence.
- We grow, adapt and change services so they remain relevant, effective and fit for purpose.
- We have transparent recruitment practices at all levels of the organisation, based on skills, abilities and knowledge of local communities and issues, which encourage people from diverse backgrounds to apply. We will recruit volunteers to work with us on a range of projects, from back office to face to face support.
- We are pro-active and reach out to organisations whom we think would be good collaborators and do business with people who believe what we believe, including seeking funders and businesses who believe in our cause.
- We acknowledge our role as part of a wider system of support agencies, public and business sectors, sometimes leading from the front, sometimes following others.

#### **Principle 2: Share power in decision-making:**

- We adopt systems and processes than enable us to make effective decisions at all levels, from grassroots to board.
- We decentralise control – people belong to multi-agency teams as part of a complex system.
- We roll our new IT to level out access to information and help us to gain competitive advantage.
- We research, evidence need, share good practice and evaluations with partners.
- We develop an Insights Lab for the views of service users and stakeholders to inform policies and service improvements. The contribution of service users is adapted to their age, background, abilities and willingness to engage.



### **Principle 3: Collaborative Approaches**

- We play our part in the VCS and engage with stakeholders for the greater good of our service users.
- We highlight service users' achievements and their contribution to the local community.
- We work with a range of partners and are known as a reliable contributor.
- We encourage internal and external collaborations across teams and structures and the cross fertilisation of good ideas that can benefit our service users or contribute to organisational development.

### **Principle 4: Governance framework**

- Trustees and the SMT review this strategy and the Governance code on a yearly basis.
- We regularly appraise our financial viability, ensure adherence to contracts and maintain adequate funds for the organisation's going concern.
- The CEO and the Trustees appraise opportunities for collaborations or mergers, seek professional advice as necessary and exercise due diligence as part of our risk management duties.
- We maintain an organisational risk register and review it at Trustees, SMT and Audit & Risk meetings.
- We plan the succession for key posts in the organisation and consider the recruitment of new board members according to a skills audit and fair representation of our areas of operations.



## APPENDIX



### EDI Organisational Approach

EDI is an organisational priority and we all have a shared responsibility to make it happen and keep it alive.

We have made the conscious decision not to adopt a separate EDI strategy. Instead we will ensure that EDI is a cross cutting theme in our main strategy and that we look at everything through an EDI lens. The principles of equity, diversity and inclusion are embedded in the organisation and help to deliver the charity's public benefit.

The Founding Principles for our EDI approach consist of:

#### **Principle 1 – We focus on what matters most.**

- Develop Service Users' Insights groups.
- Training to develop our knowledge and become more conscious of individual/group bias.
- Understand the obstacles to access and inclusion.

#### **Principle 2 - Leading by example and embed EDI in our work and interactions.**

- Recognise that there is always room for improvement (this is a sector-wide issue).
- Create an organisation-wide EDI group.
- Comply with legal obligations and have due regard for external strategies.
- The EDI group and Service Users' Insights groups are core components of the YSS structure.

#### **Principle 3 – YSS is a welcoming organisation, where individuals feel safe to work, volunteer and receive support.**

- Encourage intersectional perspectives from different people, with different views.
- Listen and engage.
- Recruitment practices that appeal to a broad cross section of the population.