

OARSOME CHANCE

VISION STRATEGY 2023 - 2026

Feel safe. Belong. Achieve



A VISION FOR 2023 – 2026

Welcome to a new chapter in the Oarsome Chance story, as defined in this, our Vision for 2023-26

Helping students:

**‘FEEL SAFE
BELONG AND
ACHIEVE’**

2023 - 2026: Our strategic objectives are to inspire and enable more students to achieve, by expanding our offer and reach over the next three years and highlight Oarsome Chance’s impact on outcomes for students.

OUR VALUES

Ensuring we are
INCLUSIVE
to all



Committed to
CARING
for every individual

Seeking to
EMPOWER
young people



To always operate with
HONESTY
and
INTEGRITY



OUR VISION

A society where all young people, regardless of their circumstances, feel safe and valued and have the best opportunity to learn the skills they need to achieve their potential and a successful future.

OUR MISSION

To provide a safe environment where young people feel they belong, where they can learn practical skills to grow their confidence and resilience to improve their future.



STRATEGIC OBJECTIVES

BY THE END OF 2026 TO:

- Be recognised as a quality Alternative Education Provider, supporting vulnerable young people towards reintegration with school, training, work experience and/or employment.
- Be a registered Post 16 Special Education Provider.
- Provide a curricular offer which provides a range of skills learning and support, delivering a pathway for each student to achieve, matched to their individual needs
- Be delivering services to at least 48 curricular students at any time and reaching 500 children & young people per year through our broader community programme.
- Have an evidenced evaluation framework which measures our impact against our core strategic objectives.
- Achieve 78% of our income internally progressing us towards our long term aim of a sustainable business model that allows for our operating costs to be covered by commissioning and Social Enterprise.
- Be a trusted provider working with a broad network of local partners including commissioners, agencies, businesses and other provisions.
- Establish a third hub to extend our reach and deliver a broad curriculum which meets the needs of specific age groups.



STRATEGIC DEVELOPMENT AREAS

MISSION PAGES 8-9



RESOURCES PAGES 10-11



Helping students:

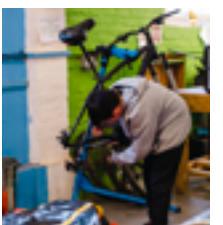
**'FEEL SAFE
BELONG AND
ACHIEVE'**



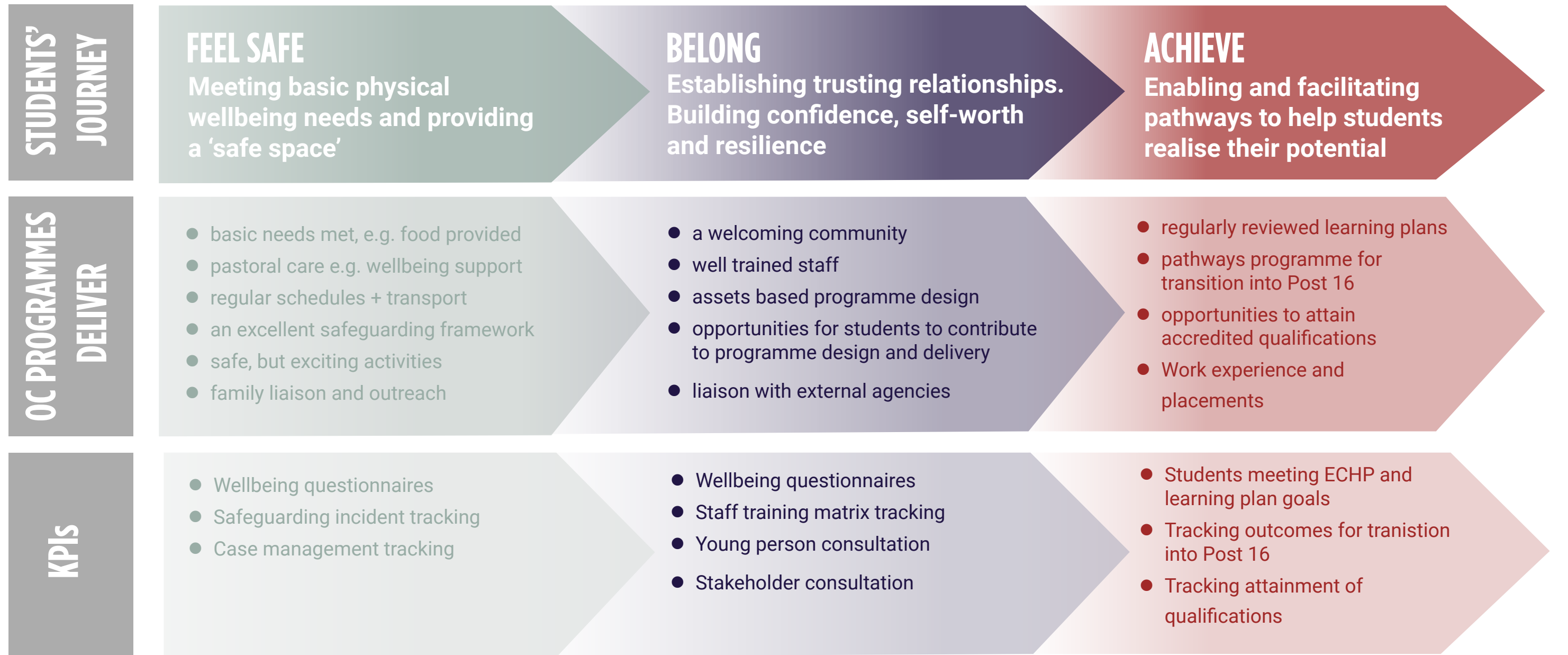
INVOLVEMENT PAGES 12-13



QUALITY PAGES 14-15



DELIVERING OUR STRATEGY: OUR STUDENTS' JOURNEY



Each student's journey with OC will be **unique** to them, as each individual will be referred to us with a broad range of experiences, ages and time spent attending our programmes.

For students who have complex challenges, **their journey through our programmes will not be linear**, but over time will move them towards positive change, by helping them uncover talents and providing them with the skills and opportunities to thrive.

STRATEGIC DEVELOPMENT

AREA:

MISSION

HELPING STUDENTS BELONG

Our offer should make students feel they belong and are an important part of the 'Oarsome Chance community' as well as their wider communities. We will commit to create more opportunities for our local communities and volunteers to engage in our work.

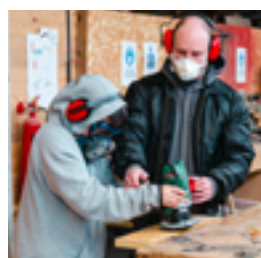


KEY DEVELOPMENT AIM: Trusting and positive staff to student relationships. Improved students' emotional literacy, and self regulation, to promote positive engagement in the community and reduce risk taking behaviour.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Consistent attendance. Positive student feedback on attending OC programmes. Stakeholder consultation.

KEEPING STUDENTS & STAFF SAFE

The most important thing we do as an organisation is in the area of safeguarding. We will continue to invest in quality training for staff and build strong and relevant partnerships across the county and beyond to help keep students safe. We will continue to invest in well-being support and health and safety management across all of our sites.



KEY DEVELOPMENT AIM: To meet the best standards in safeguarding and health & safety.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Annual Safeguarding and Health & Safety audits

THE OARSOME CHANCE

APPROACH:

NOT MARGINALISED, BUT

INCLUDED; NOT APART FROM,

BUT A PART OF

HELPING STUDENTS ACHIEVE



A key aim is to ensure that more students achieve relevant and supportive qualifications and skills to prepare them for the future they set for themselves. We are investing in teaching sessions and partnerships to enable a wider range of opportunities for students to achieve recognised qualifications, from functional skills to food hygiene. Students will also engage with Oarsome Chance Social Enterprise Services to support their knowledge and understanding of employment and business. We are also investing in a careers function working in partnership with schools to support students' transition to Post 16 education.

KEY DEVELOPMENT AIM: Widen the breadth of opportunities available to young people attending Oarsome Chance. Provide clear pathways for student progression.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Measurable, positive outcomes including accredited qualifications. A range of opportunities for students to access appropriate next steps after their time at OC.

SUPPORTING WELLBEING IN THE LIVES OF OUR STUDENTS



If students are to thrive then supporting their wellbeing is critical. We will be further investing in this area to really focus on improving wellbeing in students' lives through a Wellbeing service and Outreach programme. By investing in these areas and building partnerships with expert agencies we will ensure that students are able to access excellent and innovative wellbeing services.

KEY DEVELOPMENT AIM: To give students knowledge and information about their own wellbeing and mental health. Students to have access to support, suited to their individual needs.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Positive student feedback on self worth.



STRATEGIC DEVELOPMENT AREA: RESOURCES

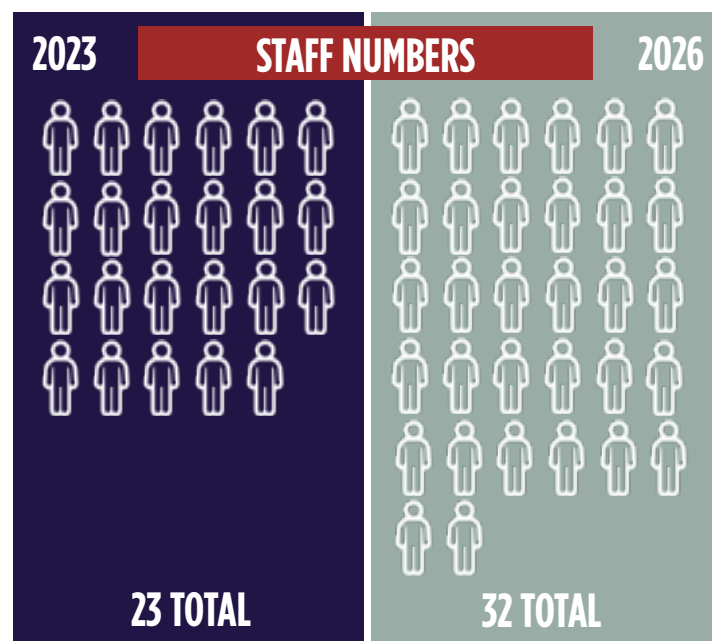
INVESTING IN STAFF

People are our most important asset. We are committed to further investment in our staff including new leadership roles, investment in staff development, training and wellbeing. We will develop a People Strategy to support focus and commitment to our staff teams.



KEY DEVELOPMENT AIM: To become a highly skilled and trained staff team

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Increased staff retention



IMPROVE EFFICIENCIES IN THE WAY WE OPERATE

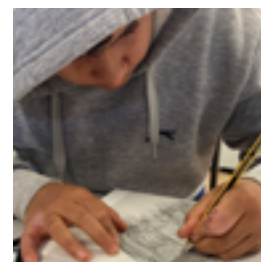
Additional to generating new income sources we must become more efficient as an organisation as our cost of delivery increases. We will take a value for money approach, scrutinising all costs to ensure we are providing best value for our stakeholders.



KEY DEVELOPMENT AIM: Develop a value for money and time based approach to provide best value to clients, partners and supporters.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Effective use of skilled staff across operational sites. Upskilled staff to provide activities in house.

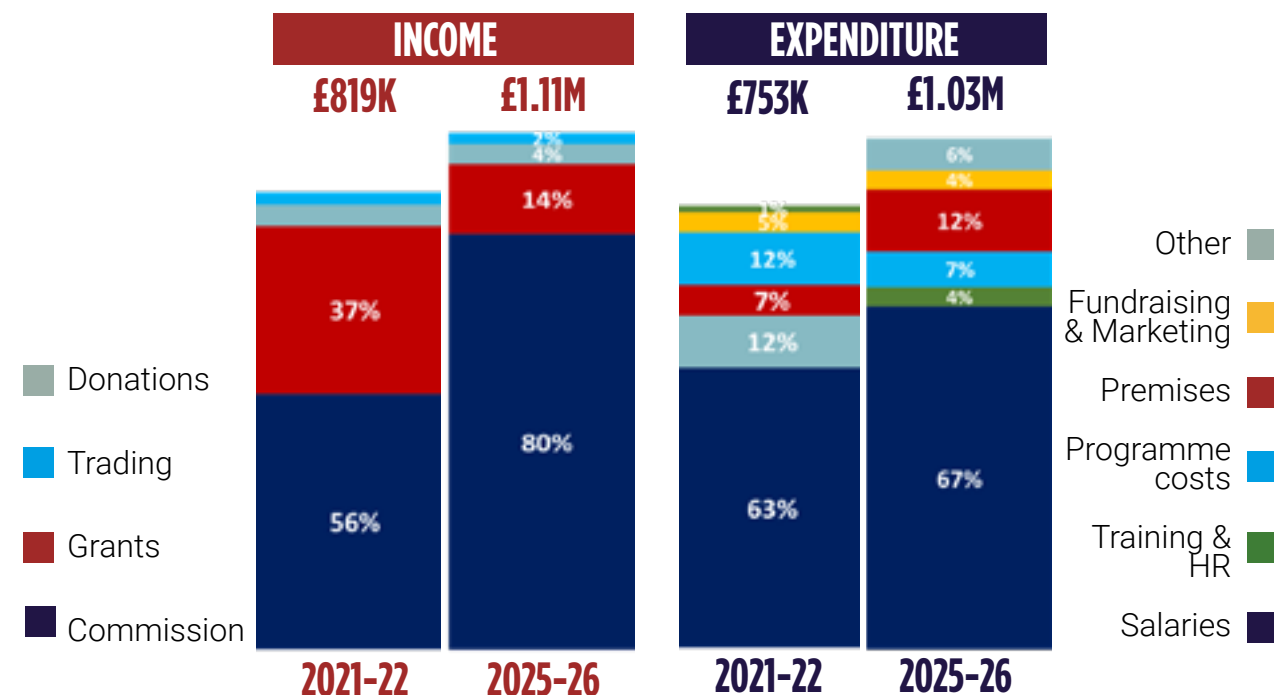
BALANCED GROWTH STRATEGY



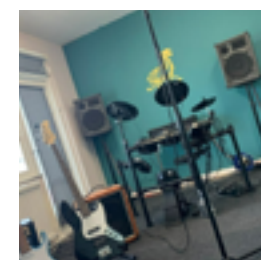
Growing our income to support our work is an important part of our Vision. Commissioned income will continue to provide the foundation of our resources and shows the financial and strategic importance of developing strong robust partnerships. We will also work to grow social enterprise and fundraising income to develop added value.

KEY DEVELOPMENT AIM: To move towards a more sustainable income blend reducing the proportion of income from external sources. Grow trading income and donations from HNWI and corporate donors. New income sources generated (holiday activities, Post 16 provision etc).

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Unrestricted income increased from 69% to 81%



DEVELOP DELIVERY ASSETS



To achieve our 2026 Vision we will need to increase our investment to grow. This will include investing in a new site to grow the 'Oarsome Chance Community' while also developing our current Oarsome Chance venues to create trauma informed environments.

Examples of these investments and the resources we will need to support our strategic development include cap ex, such as installing a new kitchen and resurfacing the boatyard at the Boathouse, and a multi-trades space at the Apex. Plus investment in infrastructure, including staff training, marketing and communications and developing our impact measurement.

KEY DEVELOPMENT AIM: Targeted investment in facilities and assets to support, enhance and expand our programme delivery.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Oarsome Chance sites are providing high quality facilities that meet programme need. Establishment of a new delivery hub by end of 2026.

STRATEGIC DEVELOPMENT AREA: INVOLVEMENT

ENGAGING LOCAL COMMUNITIES AND INDIVIDUALS

Our local communities play an increasingly crucial role in volunteering, events, fundraising and assisting in our local governance. We will grow our involvement in local community events and invite our community to regular open events.

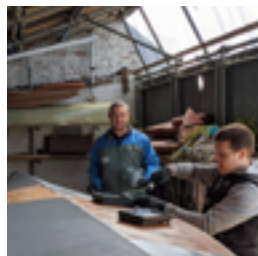


KEY DEVELOPMENT AIM: To develop a relevant and cost effective community offer

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Increased after school and holiday club activities opened up across all sites

ENGAGING LOCAL BUSINESSES

Local businesses are critical as future employers of our students. We will build a network of supportive local businesses to enable relevant work experience and industry exposure for our students. We will also encourage local businesses to invest in our services to add value to the work we do above and beyond that which is commissioned.



KEY DEVELOPMENT AIM: Strong robust local relationships with businesses supporting the work of Oarsome Chance

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Offer a range of work experience opportunities for students in geographical areas relevant for all OC sites.

WORKING WITH LOCAL PARTNERS SUPPORTING SOME OF HAMPSHIRE'S MOST VULNERABLE YOUNG PEOPLE

ENCOURAGING STUDENTS TO SHAPE SERVICES



We are committed to involving students more in the development and running of our organisation. We want to give them a strong voice to help shape our internal decisions and to influence the issues that affect their education. We will do much of this through a student ambassador programme.

KEY DEVELOPMENT AIM: Students to have active and meaningful involvement in all elements of Oarsome Chance's development.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: To have a student forum meeting at least four times a year. Students involved in staff interviews. Students ambassadors representing OC at internal and external events.

ENSURE STRONG ROBUST PARTNERSHIPS



It is our responsibility to build strong partnerships with a range of organisations. Through strong partnerships we will be able to create greater opportunities for students and local communities. By working with partners we will play to their strengths and also access the resources they have to bring about opportunities and support for students.

KEY DEVELOPMENT AIM: Strong robust local relationships with businesses, agencies and community groups supporting the work of Oarsome Chance.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Long term partnerships established which add value to the Oarsome Chance offer for our students and families.



STRATEGIC DEVELOPMENT AREA: QUALITY

MEASURING OUR IMPACT & TELLING OUR STORY

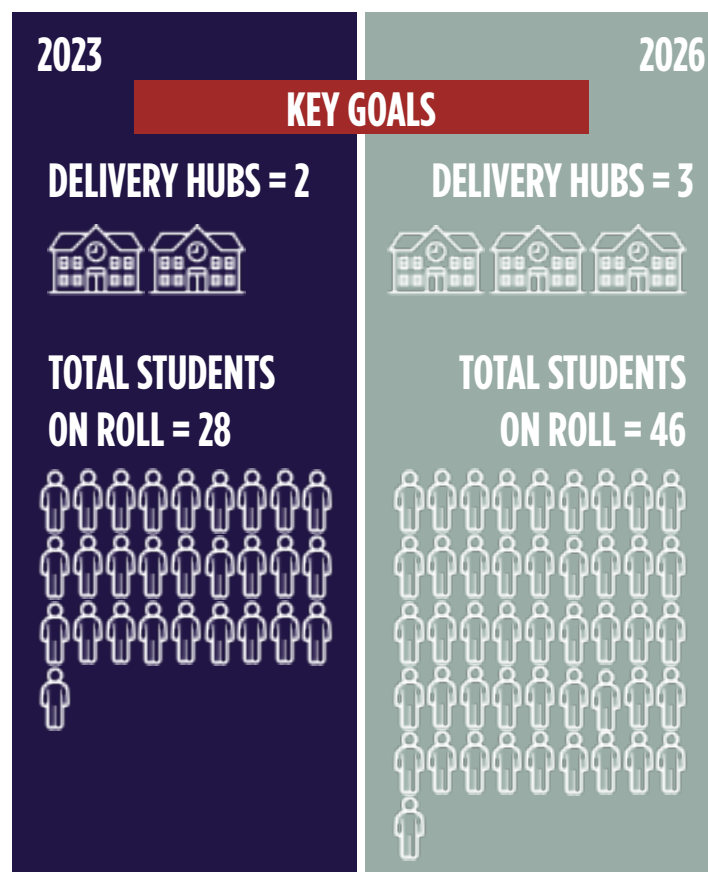
We are focused on having a transformative impact on students. Our 2023-26 Vision sets out our ambition to increase our impact and reach over the next three years, as defined by some key goals below. We are also committed to improving the way we measure and evidence our impact and compliance. We will continue to invest in the systems, leadership and governance necessary to measure and promote our impact to stakeholders.



There has never been a more important time to tell our story and make everyone aware of the transformational work we do and to engage more supporters in that work. We have a strong platform which will help us to tell this story over the next three years.

KEY DEVELOPMENT AIM: Develop and enhance our impact measurement to ensure we capture the difference we are making in student self worth, engagement and achievement.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: An impact measurement framework which provides robust evidence of our impact across the target areas.



BUILDING STRONG LEADERSHIP & GOVERNANCE



We will invest further in the leadership of the organisation in order to continue to build a strong governance structure. We will invest in leadership training for staff and work to grow a board of trustees with key relevant experience to help the charity grow. We will continue to have independent audits of our work alongside internal scrutiny.

KEY DEVELOPMENT AIM: An empowered and accountable leadership team and board of Trustees. A broad and appropriate skill set within the trustee board.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Experienced board members with specialist lead areas supporting the development of OC. OC Leadership Team are known individually across partner agencies.

MANAGE RISK EFFECTIVELY

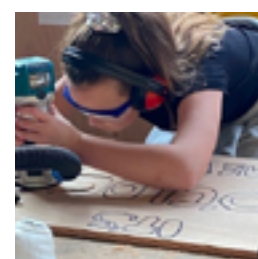


To succeed in the ambition of our 2023-26 Vision we will need to take some informed risks. We are clear at a leadership and governance level about our 'risk appetite' and we will use good risk intelligence to ensure there are clear mitigation plans in place to help us manage risk effectively with regards our growth. We will continue to invest in health and safety management and systems to ensure that risks related to students are managed effectively with all relevant agencies.

KEY DEVELOPMENT AIM: Robust risk assessments for all elements of Oarsome Chance's work.

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Signed off as a safe provider by all commissioning bodies.

STRONG & RECOGNISED ALTERNATIVE EDUCATION + POST 16 PROVIDER



We aspire to be the 'go to' Alternative Education Provider, not just for direct delivery to students but for our knowledge and experience. We will share best practice and our experiences with other agencies and advise where requested.

KEY DEVELOPMENT AIM: Offer a range of relevant and accessible opportunities for young people across all OC hub sites

HOW WILL WE KNOW WE ARE DELIVERING AGAINST OUR AIM: Proven due diligence sign off. A preferred provider for a range of schools and local authorities. Increased commissioning income.

