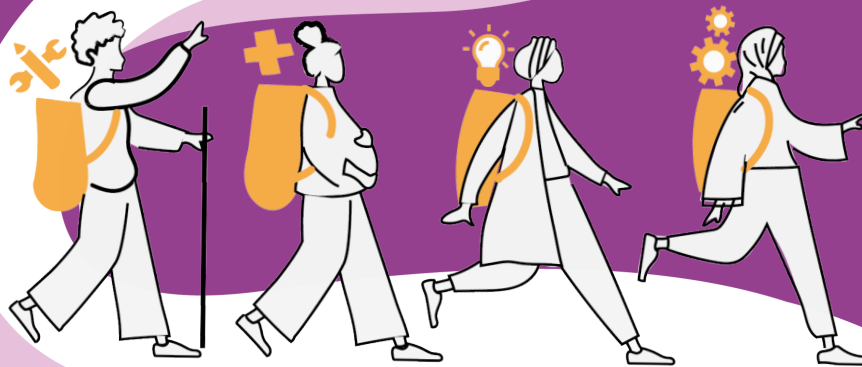


Renaishi's strategic direction 2023–26



Let's push things *forward*

Challenging the root causes of economic and social exclusion to strengthen communities across the UK.



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ABOUT US

Renaissi is a social enterprise that has helped people and places to thrive since 1998.

We are leaders in place-based change and experts in using learning to drive change and understand the intersecting and complex nature of social challenges.

**We truly care about making big ideas accessible
Not only do we help others to do their work better
– we are equally dedicated to bringing about change ourselves.**

We support change by:

- Helping people experiencing economic and social exclusion
- Enabling organisations – from community groups and charities to local authorities – to understand and improve their impact
- Supporting funders to learn about the value and role of their investments
- Working with businesses to be more inclusive employers
- Encouraging place-based organisations and practitioners to strengthen their approaches

INTRODUCTION

Renaissi's new strategic direction is rooted in our history, experience and values. It reflects the reality of today's social and economic climate, and brings together everything we learned from our last strategy.

Locking people out of society leads to poverty, poor health and wellbeing – and the cost is economic, as well as social. Yet despite incredible effort and commitment from so many, we're simply not seeing the depth of change needed to turn things around. Through our work with hundreds of social sector organisations, thousands of marginalised people and a growing pool of inclusive employers, we've learned that exclusion is a product of:

- people being marginalised by political, ideological, economic and structural forces
- a social sector struggling to create lasting solutions after years of austerity
- systems that hardwire injustice into the fabric of society – especially in places

Something is broken

We believe we have both the potential and the responsibility to play a more impactful role in exploring the deep fractures and challenges that exist within our social fabric.

Our unique mix of social sector consultancy and person-centred support for marginalised communities gives us a deep understanding of the biggest issues and aspirations of local authorities, charities, social enterprises and others. And we have skin in the game.

For 25 years, we've wrestled with the same challenges – and we're hungry to push for sustained, positive change.

Real change isn't driven by individuals or organisations or grand strategies. Real change is achieved together – through collective vision and work. Piece-by-piece, layer-by-layer, and with those at the heart of the issue playing a central role.

Over the coming years we aim to:

1. **EMPOWER** people facing economic and social exclusion.
2. **ENABLE** social and private sector organisations to tackle socio-economic exclusion.
3. **CHALLENGE** the systems that perpetuate and entrench socio-economic exclusion and marginalisation.
4. **EMBODY** the approaches we believe will lead to sustained social change.

We invite you to join us on our journey.

WHAT WE LEARNED FROM OUR **LAST STRATEGY**

Our last strategy
focused on the question:
**what does it take to
improve a place?**

**During the five years
from 2018 to 2022, we
connected our work
with people, places, the
social sector and the
systems we operate in.
We've summarised our
achievements here.**

PEOPLE

We helped 4,000+ people with economic and social inclusion.

- Since 2018, more than 75% of our customers say they are satisfied or very satisfied with our help to build their confidence and motivation.
- We rejected contracts that weren't good for us or the people we're here to help, and focused on helping those living in poverty address issues related to housing, food, benefits and debt.
- Thanks to Covid-19, we learned how to respond to a crisis with a focus on wellbeing, communication and hardship support. We offer a more holistic service as a result – helping people settle in the UK, learn English and integrate into their new community, helping parents thrive at home and work, and encouraging employers to create more inclusive workplaces.

SOCIAL SECTOR

We had a positive impact on both the public and voluntary sectors by sharing excellence in evaluation, learning and organisational decision-making.

- Our work with hundreds of organisations taught us a lot. We developed our ideas on how funders, collaborations and organisations learn best, and applied them to our work with Spirit of 2012, Youth Endowment Fund and Right to Succeed among others.
- We're proud of our long-term relationship with Power to Change, helping them evaluate, understand and communicate the impact of community businesses.
- Our work on youth social action learning gave us a wide-ranging understanding of both funding and delivery in this sector.

PLACES

We advanced thinking and practice on place-based change by sharing learning.

- A study commissioned by Save the Children on the role of funding in place-based change led to publications defining language, tools and frameworks, and a thriving community of practice.
- We delivered place-based research for funders, communities and partnerships, including as a learning partner for Local Motion.
- We became a founding member of Place Matters – a partnership committed to accelerating the impact of place-based change through learning.
- We built a case for how place can achieve greater impact in policy and delivery, and shared our findings with government, funders, campaigns and alliances.

OUR NEW DIRECTION

The communities we care about and the social sector that supports them are at a point of huge challenge.

Our strategic direction reflects the context we find ourselves in today – including years of austerity, global uncertainty and inflation, a challenging public discourse and significant risks to the fundraising and delivery models of many organisations.

It's time to do things differently.

3. SYSTEMIC CHANGE

A systemic approach to change challenges and shifts the way things have been done in the past to create lasting change for the future. Systemic change is change we make together, rather than one person or organisation working alone.

2. PLACE-BASED CHANGE

A long-term approach to identifying, understanding, and addressing social issues. It harnesses the resource, expertise and experience from a defined area and uses them collectively to enable change.

1. PERSON-CENTRED CHANGE

A focus on the person and their abilities, not the issues they face. Support focuses on achieving the person's aspirations, and is tailored to their individual needs and circumstances.

APPROACHES

AIMS

VALUES

EMBODY

The approaches we believe will lead to sustained social change.

CHALLENGE

The systems that perpetuate and entrench socio-economic exclusion and marginalisation.

ENABLE

Social and private sector organisations to tackle socio-economic exclusion.

EMPOWER

People facing economic and social exclusion.

MISSION

TO CHALLENGE THE ROOT CAUSES OF ECONOMIC AND SOCIAL EXCLUSION TO STRENGTHEN COMMUNITIES ACROSS THE UK.

WE VALUE STRENGTHS

WE MAKE TIME

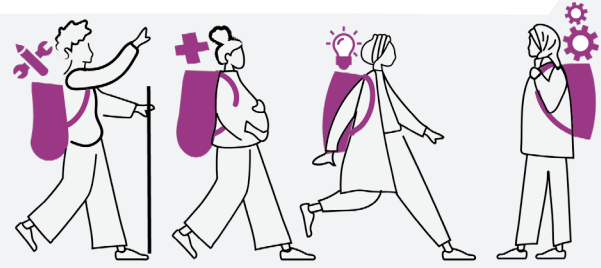
WE ARE CURIOUS

WE OWN IT

OUR MISSION

Challenging the root causes of economic and social exclusion to strengthen communities across the UK.

OUR AIMS



Empower people facing economic and social exclusion.

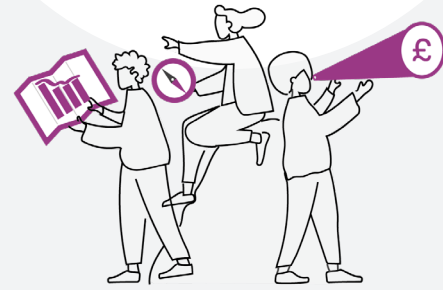
We will empower people who are at risk of marginalisation to overcome the cultural and systemic barriers to employment, and equip them with the tools they need to get a job.

We will continue to focus on refugees, older people, people with long-term health conditions and racially minoritised people, shaping support with their needs at heart, and enabling them to access sustainable jobs and training.

We will deepen our place-based partnerships in the boroughs of London we know best, to understand how exclusion can be challenged for particular groups of residents in the long term.

To help us understand our progress, we will explore this question:

What does high-quality support for people experiencing economic and social exclusion look like now?



Enable social and private sector organisations to tackle socio-economic exclusion.

Progressive organisations are at the heart of driving change – whether they are charities, funders, governments, businesses or community groups.

We know that collaborative working is the best way to learn and influence.

We will continue to work with both social sector organisations and employers to champion inclusive recruitment and to increase the quality of employment for refugees across the UK.

To help us understand our progress, we will explore this question:

How can we encourage collaboration and disrupt power imbalances?



Challenge the systems that perpetuate and entrench economic and social exclusion and marginalisation.

We will be intentional in the way we support others to achieve change – recognising that we all sometimes benefit from upholding systems that don't work.

We will use all we've learned over the past 20+ years to shape new norms, test new approaches, and encourage the vital debates and discussion needed to drive change. We focus on the impact of our work to challenge economic and social exclusion.

To help us understand our progress, we will explore this question:

What does it take to change a system?



Embody the approaches we believe will lead to sustained social change.

We must become a more equitable organisation – and make every part of our work just and fair – if we are to challenge systems of injustice and champion change externally.

We will use our organisation as a test bed to interrogate harmful practice and develop new ways of working.

We will empower staff to work collaboratively, create new opportunities and learn from each other. We will devolve power to those best placed to solve problems – wherever they sit within the organisation.

We will ensure staff initiatives have both sustainability and diversity, equity and inclusion at their heart, to create lasting change in responsible business practice.

To help us understand our progress, we will explore this question:

How will we know we're contributing to sustainable change?

HOW WE'LL DO IT

Three things guide the way we work towards our mission:

1. Our approach to creating change.
2. The unique perspective our business model brings.
3. Our values.

1.

OUR APPROACH

The following priorities are at the heart of our vision for social change:

Person-centred change

The focus is on the person and their abilities, not the issues they face. Support focuses on achieving the person's aspirations, and is tailored to their individual needs and circumstances.

Place-based change

A long-term approach to identifying, understanding and addressing social issues. It harnesses the resource, expertise and experience from a defined area and uses them collectively to enable change.

Systemic change

A systemic approach to change challenges and shifts the way things have been done in the past to create lasting change for the future. Systemic change is change we make together, rather than one person or organisation working alone.

2. OUR BUSINESS MODEL

The combination of our incredible team, unique business model and wide-ranging experience puts us in a position to act as an incubator of ideas and methods that can be scaled by others.

We believe in using place as a mechanism for change, and that a systemic approach is key.

We must do the following for individuals, organisations and systems:

- Co-design new approaches to support the people closest to the issues.
- Develop practical approaches to the challenges faced by the social sector.
- Support our clients to influence strategic change within and beyond their organisations.
- Create tools and spaces that enable cross-sector learning.
- Drive a change in assumptions and practice through collaboration and by challenging entrenched and systemic injustice.

3. OUR VALUES



We continuously challenge ourselves to be more equitable in how we work, who we work with, and how we generate and test ideas. We continue to develop our equitable evaluation methodology, and avoid making assumptions about what matters to those who are socio-economically excluded. We unlearn ways of working and thinking that are incompatible with driving positive change.



We share our insights with others to inspire and influence social change. We use our position to amplify ideas, to move conversations forward and to empower others to take action. We focus on making big ideas and useful thinking accessible for all, and create opportunities to unite people and organisations to explore those ideas together.



The design of some services can create perverse incentives for delivery partners and, at times, superficial outcomes for those they support. Much of what matters, we – and others like us – do for free. What would it look like to do something different? We don't rush to impose solutions. We take time to listen, understand and get to the heart of the issue – whether that's someone accessing support or the root of a client challenge – to create meaningful change.



We recognise and appreciate strengths, rather than focusing on weaknesses. While we're honest about the issues society faces, we build on people's strengths and create opportunities to deepen impact.

WHERE NEXT?

We're eager to drive the change needed within the fabric of society, but we can't do it alone, and want others to join us in these aspirations.

We know things aren't working – and that we won't achieve the progress we need by doing things the way they've always been done.

It's time to do things differently. To do things together. Join us as we question and challenge our own actions and push for sustained, positive change.

Let's push things forward – together.



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