

## Business Plan

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### Business Plan

The purpose of this Business Plan is to guide trustees, staff and volunteers in their work to achieve the mission of Home-Start Southwark. The Plan will also be used to inform funders and potential supporters about the organisation and how we will achieve our aims.

The Strategic Plan (separate document) outlines why we exist and this Business Plan defines how and what the outcomes will be for families and volunteers as a result of our work.

#### 1. Local demographics

A multimillion pound investment injection into the borough of Southwark over the last decade has seen improvement in corporate infrastructure and targeted regeneration. These figures stand in stark contrast to the continuing tallies of poverty and deprivation that continue to afflict the poorer areas, with Southwark ranking in the bottom quartile of local authorities in England, suggesting that the increased wealth remains confined within specific districts. Over 50% of Southwark wards fall within the 10% of the most deprived wards in the country with 1 in 4 children living in poverty. The direct and indirect effects of living in persistent poverty at birth and at 3 years old have a negative effect on the cognitive ability at age seven, and this negative impact is likely to persist throughout their lives (ref.: Southwark's Joint Strategic Needs Assessment, Jan., 2013).

Southwark's population is extremely diverse with just below 50% of the population comprised of B&ME groups, some that have recently arrived in the UK from war-torn countries having experienced trauma and violence. Southwark's Joint Strategic Needs Assessment (2013) determined that, of the 5,088 live births to women resident in Southwark in 2011, 60.8% of babies were born to women who were born outside of the UK, with the largest proportion of these mothers from African countries. Southwark's infant mortality rates are generally higher in babies of Pakistani, Caribbean and African identity, partially attributed to lack of take up of maternal health services at an early stage by these groups.

Many families that we work with face challenges brought about by sustained abuse, trauma in their lives and social isolation. Our families and volunteers come from a wide variety of backgrounds (income, ethnicity, family make-up); we support lone parents, refugee and asylum seekers (some with no recourse to public funds), parents with illness and/or disabilities and children with disabilities or special educational needs. The vast majority of our families are unemployed or have a low income and many live in cramped, overcrowded, badly maintained properties with little hope of their housing circumstances changing in the foreseeable future. Home-Start Southwark's strategic & business plans seek to address some of these challenges for families living in Southwark.

## 2. Quality Assurance: self-assessment and planning

We plan to review a maximum of two HSUK Quality Assurance self-assessment standards on annual basis from 2015 onwards. However, as our QA final review is due to be completed in May 2015 we will review one standard during the remainder of this year. Each standard will be assessed by one or two nominated staff and trustee. The timetable will be reviewed on an on-going basis and amended accordingly to incorporate changes as necessary (i.e. staff or trustee leaving). Completed self-assessments will be circulated to all staff and volunteers at the end of the month for feedback. Unmet criteria will be reported and discussed at board meeting and appropriate actions to be agreed as necessary. Government or legal updates or policy changes will trigger a review of certain QA standards for e.g. Safeguarding. Completed self-assessment will be forward to HSUK for feedback and this will be incorporated into ongoing self-assessments.

### 2.1 Quality Assurance Self-Assessment Timetable

<b>Start</b>	<b>End</b>	<b>QA Standards</b>	<b>Staff</b>	<b>Trustee</b>
July 2015	September 2015	Working in Partnership	Seema Sodhi	Pippa South
January 2016	April 2016	Governance & Strategic Planning	Cheryl Parkinson & Seema Sodhi	Pippa South & Paul Baddeley
July 2016	September 2016	Managing Resources & Finance	Sandra Powell	Alice Gardiner
January 2017	April 2017	Welfare of Children & Support	Seema Sodhi, Cheryl Parkinson	Audrey Daniels & Ellen Broome
July 2017	September 2017	Managing Staff	Seema Sodhi & Cheryl Parkinson	Sarah Messenger & Pippa South
January 2018	April 2018	Managing Information	Leonardo Greco & Cheryl Parkinson	Danna Johnson & Chris King
July 2018	September 2018	Learning & Improving	Seema Sodhi & Cheryl Parkinson	Pippa South & Sarah Messenger
January 2019	April 2019	Managing Volunteers	Cheryl Parkinson & Sandra Powell	Chris King & Audrey Daniels

### 3. Service Delivery Plan

Target Group	Children under the age of 5, their families and expectant parents, living in Southwark
Number of people to benefit per year	(At least) 90 children 90 parents 70 volunteers
Overall mission of the organisation	To provide practical and emotional support to struggling parents enabling them to create happier lives for their babies & children and to provide learning and vocational opportunities for the volunteers that support them.

Strategic Aim	Activities
A. Provide practical and emotional support to struggling parents enabling them to create happier lives for their babies & children and reduce the likelihood of statutory intervention.	<p>Improving parents skills:</p> <ol style="list-style-type: none"> <li>1. Volunteers 'role model' effective parenting in the home and work with parents to implement effective parenting strategies.</li> <li>2. Volunteers signpost and accompany parents to further support and services in Southwark.</li> </ol> <p>Improving parents wellbeing:</p> <ol style="list-style-type: none"> <li>3. Volunteers work with families to address their economic welfare and/or inadequate housing issues through accessing welfare support agencies in the community.</li> <li>4. Volunteers provide support and professional friendship in the home to help reduce isolation of families and encourage them to access outside activities and services.</li> <li>5. Volunteers accompany parents to groups and activities that address healthy eating and emotional well-being.</li> <li>6. Social care student placements coordinated to provide support to families with complex needs, in the home.</li> </ol> <p>Improving children's wellbeing:</p> <ol style="list-style-type: none"> <li>7. Volunteers practically help families in the home to create an environment where children can learn, play and grow.</li> <li>8. Volunteers demonstrate the benefits of early learning through reading and play in the home</li> <li>9. Volunteers help families that are isolated and unlikely to access services by accompanying them to early play &amp; learning groups and nursery places in the community (including Children's Centres activities).</li> </ol>

	<p>10. Volunteers encourage bonding activities with new-borns such as physical contact, singing, talking, playing and making eye contact.</p> <p>11. Volunteers help parents apply to nursery places for their 2 &amp; 3 year old children.</p> <p>Improving family management:</p> <p>12. Volunteers provide support to families expecting a child through home visits, accompanying to health related appointments and preparing the home environment, in conjunction with statutory health providers.</p> <p>13. Volunteers help parents with budgeting and managing the household, through weekly visits.</p> <p>14. Volunteers help parents maximise their income through accessing welfare advice agencies.</p>
<p>B. Family support through HSS activities: Improving the resilience of families by providing auxiliary support and opportunities for parent-child bonding and improve parents' learning.</p>	<p>Improving parents skills:</p> <ol style="list-style-type: none"> <li>1. Provide parenting group: HS-S staff facilitate at least 2 Mellow Parenting sessions in each year to support families with complex needs to develop positive parenting skills.</li> <li>2. Run groups: HS-S will provide access to groups and activities that address healthy eating and emotional well-being for families.</li> <li>3. Deliver family trips, fun-days and events: HS-S will provide access to events and trips that improve parent/child bonding</li> </ol>
<p>C. Create greater social and economic wellbeing for people in Southwark by provide learning and vocational opportunities for the volunteers that support these families</p>	<p>Recruitment</p> <ol style="list-style-type: none"> <li>1. HS-S actively outreaches and recruits volunteers from the community at least 6 times a year; and uses media to recruit on an ongoing basis.</li> </ol> <p>Training</p> <ol style="list-style-type: none"> <li>2. HS-S facilitates 4 Volunteer Preparation Workshops per year</li> <li>3. HS-S facilitates at least 4 1-day trainings per year (in areas of perinatal support x 2; child development x1; other child health/development topic x 1)</li> </ol> <p>Supervision</p> <ol style="list-style-type: none"> <li>4. HS-S coordinators regularly supervise volunteers and practically support them with complex cases.</li> </ol> <p>Development</p> <ol style="list-style-type: none"> <li>5. HS-S is planning to implement HS-UK accreditation system for volunteers.</li> <li>6. HS-S develops and implements volunteering opportunities such as ongoing training and providing a range of volunteering experiences to retain and grow its volunteers.</li> </ol> <p>Employment</p> <ol style="list-style-type: none"> <li>7. HS-S coordinators provide professional references and letters of recommendation for volunteers seeking employment.</li> </ol>

### 3.1 Outcome Verification Table

Strategic Priority 1 - Earliest Intervention: Provide practical and emotional support to struggling parents enabling them and their children to lead happier lives and reduce the likelihood of statutory intervention.			
Specific Aim	Outputs Per Year	Outcomes per Year	Source of Verification (who will verify this, when and how)
<b>A) Family Support through volunteers:</b>  Reduce the level of statutory intervention for babies, children & families in Southwark by providing practical and emotional support to struggling parents enabling them to create happier lives for their babies & children	60% of HS-S families attend groups & activities	F Isolation - D Emotional - B Access to Activities - Q Family Management - C Child Development  40% of families experience: - improved confidence, reduce isolation and increased social networks - their child(ren) develop age-appropriate social skills.	- Coordinators complete reviews/new working objectives  - Coordinator submits statistics on family progression onto database  - Volunteer diaries  - TAF Meeting minutes  - Family/referrer and volunteer evaluations - Coordinator reviews volunteer supervision notes  - Database, case studies and course outputs are used to compile a quarterly report that reflects progress and achievement towards aim. This report is compiled by senior coordinator, business and finance manager and scheme manager.
	40% of families adapt their home environment	E Parenting - Q Family Management- M Child Safety  25% of families experience: Improved home environment that enables families to provide home learning, play and a more family-friendly, safe and secure setting.	
	40% of HS-S families affected by substance misuse, mental health and domestic violence take up services	G Metal Health - E Parenting - H Substance Misuse - I Domestic Violence, M Child Safety - Q Family Management  25% of families experience: Greater understanding of the impact of substance misuse, mental health and domestic violence on family life through helping address personal issues and provide a more stable home environment.	
	30% of HS-S families affected by debt and/or poor housing conditions will be supported to access relevant services.	Q Family Management  20% of families accessing services: - experience reduced debt and poor housing conditions through working with other agencies to assist families.	
	40% of HS-S families affected by substance misuse, mental health and domestic violence take up services	G Metal Health - E Parenting - H Substance Misuse - I Domestic Violence, M Child Safety - Q Family Management  25% of families' experience: - Greater understanding of the impact of substance misuse, mental health and domestic violence on family life through helping address personal issues and provide a more stable home environment.	
	65% of HS-S families in the perinatal stage of childbirth access the service	F Isolation - A Access to Services - G Metal Health - E Parenting - H Substance Misuse - K Healthy Lifestyle  40% of families' experience:	

		- less isolation, higher levels of well-being, increased confidence in using universal services at the time of pregnancy through reducing isolation and likelihood of depression during the perinatal stage of family life.	
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<b>Specific Aim</b>	<b>Outputs Per Year</b> Expected results related to the specific aims	<b>Outcomes per Year</b> Outcome Indicators 2015-16	<b>Source of Verification</b> (who will verify this, when and how)
B) Family support through HSS activities:  Improving the resilience of families by providing auxiliary support and opportunities for parent-child bonding and improve parents' learning.	65% of HS-S families attend groups.	E Parenting  40% of families: - change their methods of parenting and experience improved parenting skills a greater level of positive interaction with their child.	- Coordinators complete reviews/new working objectives  - Coordinator submits statistics on family progression onto database
	40% of families affected by poor nutrition, childhood obesity and/or maternal poor health attend activities or take up services	D Emotional - Q Family Management- E Parenting - K Healthy Lifestyle - L Health  25% of families: - are supported to make healthier choices. And have a greater understanding of the impact of healthy lifestyle (diet, physical health, emotional health)	- Volunteer diaries  - TAF Meeting minutes  - Family/referrer and volunteer evaluations - Coordinator reviews volunteer supervision notes
	40% of families attend trips and fun days	A Access to Activities - F Isolation - E Parenting  25% of families: - experience improved bonding	- Database, case studies and course outputs are used to compile a quarterly report that reflects progress and achievement towards aim. This report is compiled by senior coordinator, business and finance manager and scheme manager.

**Strategic Priority 2**

Community Impact: Create greater social and economic wellbeing for people in Southwark through learning, vocational and volunteering opportunities

<b>Specific Aim</b>	<b>Outputs Per Year</b> Expected results related to the specific aims	<b>Outcomes per Year</b> Outcome Indicators 2015-16	<b>Source of Verification</b> (who will verify this, when and how)
<p>C) Volunteer support:</p> <p>Create greater social and economic wellbeing for people in Southwark by provide learning and vocational opportunities for the volunteers that support these families</p>	<p>30 volunteers attend the prep and other training courses</p> <hr/> <p>Of active volunteers: 30% of volunteers gain HS-UK accreditation 25% of volunteers access formal training 40% of volunteers (that apply) gain PT or FT employment</p> <hr/> <p>50% of volunteers from ethnic communities, different social backgrounds and professional skills support families</p>	<p>Improved skills of volunteers resulting in a greater understanding of how to support families</p> <hr/> <p>Volunteer more confident to apply for jobs or further education</p> <p>Increased take up of accreditation that leads to greater access to formal training and employment.</p> <hr/> <p>Increased level of diversity in H-S S's pool of volunteers to enable empathy for and understanding of the needs of families.</p>	<ul style="list-style-type: none"> <li>- Coordinator: Volunteer supervision notes</li> <li>- Volunteer exit questionnaires</li> <li>- Coordinator submits statistics on volunteer progression onto database</li> <li>- Attendance lists and course evaluations</li> <li>- All family outcome data is collected monthly by the coordinators and inputted into the MESH database.</li> <li>- Quarterly report compiled to reflect progress towards aim, by senior coordinator, business and finance manager and scheme manager.</li> </ul>
	<p>50% of HS-S volunteers continue to volunteer for longer than one year 40% of HS-S volunteers take up additional training to support families</p>	<p>Increase in the numbers of volunteers supporting families for one year or more</p>	
	<p>100% of active volunteers receive supervision by their co-ordinator every 6 weeks</p>	<p>Volunteers feel supported and have an opportunity to discuss their case load and raise any issues with HSS.</p>	

#### 4. Full Cost Recovery Budget

<b>Currency: £</b>	<b>FY15/16</b>
<b>Receipts</b>	
Southwark Council	210,551
BBC Children in Need	21,929
Trusthouse Charitable Foundation	20,000
Local Children's Centres	15,000
Peter Minet Trust	4,000
Student placement	1,000
<b>Total receipts</b>	<b>272,480</b>
<b>Payments</b>	
<b>Payroll related costs</b>	
Staff costs (salaries plus NI)	219,218
Staff training budget	8,000
Pension contribution	1,272
Payroll fees	320
<b>Volunteer, coordinator and trustee related expenses</b>	
Volunteer expenses	999
Volunteer supervisions	4,700
Coordinator expenses	2,611
Coordinator telephone	960
<b>Training costs - volunteer, coordinator, staff and trustee</b>	<b>15,316</b>
<b>Board and trustee related expenses</b>	
Board meetings	410
Family support conference - 20th anniversary	256
AGM expenses - 20th anniversary	782
<b>Office and admin expenses</b>	
DBS checks	513

Publicity	100
Advertising and recruitment	2,695
Affiliations and subscriptions (incl. HS UK Annual TIG fee and NCVO membership fee)	5,269
Office equipment	1,500
Accounting package	360
independent examiners fees	1,500
legal and professional fees	100
IT support and maintenance	1,113
Rent and rates	14,500
Postage	1,720
Telephone and fax - line rental	2,403
Insurance	598
Stationery and copying	1,996
Bank charges	149
Health and safety	206
Sundry expenditure	100
Event expenditure (Butlins)	2,000
<b>Total payments</b>	<b>291,666</b>
<b>Net receipts / (payments)</b>	<b>19,186</b>
<b>Potential adjustments</b>	
Exclude fundraiser salary	6,582
Exclude additional staff training budget	8,000
Include additional room costs	9,450
	<b>5,132</b>
<b>Fundraising target</b>	<b>14,054</b>

## 5. Fundraising Strategy

Activities	Outputs	Short-Term Outcome	Long-term outcome
Promote HS-S in Southwark to potential beneficiaries, volunteers and trustees and London to potential funders through marketing, publicity and promotion of the benefits to families, using multi-media	Numbers of families supported to achieve their objectives in Year 1 – 90; Numbers of families supported to achieve their objectives in Year 2 – 110; Number of families supported to achieve their objectives in Year 3 – 125  HS-S applied for at least one tender, in collaboration with family support organizations	Maintained positive relationship with LB Southwark to be in an excellent position to tender for family support work, in collaboration with complementary organisations	Raised profile of a volunteered, home based family support model in Southwark, London and the UK
Participate in early help and family support for a; work in partnership with Southwark Children’s Centres Programme; provide family support with partner agencies such as Family Action New pin and H-S London Consortium	Funding secured for 3 years at: <ul style="list-style-type: none"> <li>• 250k in year 1</li> <li>• 275k in year 2</li> <li>• 300k in year 3</li> </ul>	Maintained collaborative working with Children’s Centres, Early Help team, other VSOs and health partners to improve the quality of service for families	Diversified funding base and income sources to ensure that HS-S continues to positively impact families’ lives
Celebrity endorsement	Sign up 1 new celebrity <sup>1</sup> in year 1 to promote, fundraise and support HS-S: <ul style="list-style-type: none"> <li>• 1 celeb in year 1</li> <li>• 1 celeb in year 2</li> <li>• 1 celeb in year 3</li> </ul>	Promotion of HS-S for bespoke campaigns/media to encourage donation and endorsement	<ul style="list-style-type: none"> <li>• Public face of HS-S</li> </ul>

Build HS-S website	Build a HS-S website to promote donation/case studies/media and what's on locally: <ul style="list-style-type: none"> <li>• Year 1 build new internet</li> <li>• Year 2 add ins and enhancements – advanced social media</li> </ul>	Feature donation options on every page, how locals can get involved, events happening in the local area	<ul style="list-style-type: none"> <li>• Public face and information source for HS-S</li> </ul>
Build local corporate partnerships	Partner with local businesses to increase profile – links to their website etc. and for financial support: <ul style="list-style-type: none"> <li>• Year 1 gain 1 new local corporate partner</li> <li>• Year 2 gain another</li> <li>• Year 3, gain a third</li> </ul>	<ul style="list-style-type: none"> <li>• Have a page on our activity on their websites</li> <li>• Potential sponsorship of fundraising events</li> </ul>	<ul style="list-style-type: none"> <li>• Build on short-term outcome and develop longer-term investment opportunities</li> <li>• Perhaps dedicated sponsorship of a room or activity</li> </ul>
Potentially link with large corporate partners	Partner with larger corporate partners that support children's charities (see below) : <ul style="list-style-type: none"> <li>• Year 1, identify three potential partners and initiatives they might support</li> <li>• Year 2 apply for funding with 3</li> </ul>	<ul style="list-style-type: none"> <li>• Identification and relationship-forming with some key partners</li> <li>• Potential relationship with one new partner and work together to form strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship of significant, high-worth projects</li> </ul>

## 5.1 Fundraising plan of activity

Activity	Why?	Features	Action	Timeline
Build a website	Effective marketing tool with option for donations/promotion/explanation	<ul style="list-style-type: none"> <li>• Strong imagery on home page and link in banner to donation</li> <li>• Video case studies</li> <li>• Clear explanation of what money buys</li> <li>• Local community pages</li> <li>• How to get involved</li> <li>• Enhanced shop</li> </ul>	<ul style="list-style-type: none"> <li>• Hire student/resource prepared to build for small fee</li> <li>• Alt consider sponsorship of site</li> </ul>	June 2015
Build a social media strategy	<ul style="list-style-type: none"> <li>• It's a cheap and effective way to raise profile and funds and keep the conversation going</li> </ul>	<ul style="list-style-type: none"> <li>• Twitter</li> <li>• Facebook</li> </ul>	<ul style="list-style-type: none"> <li>• Draft social media strategy</li> <li>• implement</li> </ul>	Sept. 2015
Build local corporate partnerships	Sustainable source of funding and increases profile with local community	<ul style="list-style-type: none"> <li>• Mix of orgs</li> <li>• Long-term local prospects</li> </ul>	<ul style="list-style-type: none"> <li>• Start talking to local businesses</li> </ul>	Sign up two in 2016
Build large-scale corporate partnerships	They have the potential to pay for significant projects	<p>Companies could include:</p> <ul style="list-style-type: none"> <li>• Barclays</li> <li>• Dell</li> <li>• FedEx</li> <li>• Accenture</li> <li>• BBH</li> <li>• Microsoft</li> <li>• Wolseley UK</li> <li>• KPMG</li> <li>• Balfour Beatty</li> <li>• Network Rail</li> <li>• Mouchel</li> <li>• Royal Mail</li> </ul>	<ul style="list-style-type: none"> <li>• Hire volunteer to approach CSR leads in these companies, all of which support children's charities</li> </ul>	Approach 2 in 2016
Build brand identity	Firm up use of logo, strapline etc.	<ul style="list-style-type: none"> <li>• Design 20<sup>th</sup> Anniversary logo</li> </ul>	<ul style="list-style-type: none"> <li>• Information Officer to take responsibility to</li> </ul>	Ongoing

			ensure use of logo is streamlined throughout organisation.	
Build local celebrity support	Useful for raising the profile of a campaign, for fundraising, for using as the focal point of an event	<p>Potential celebrities with links to Southwark include:</p> <ul style="list-style-type: none"> <li>• Florence Welch – singer</li> <li>• Chiwetel Ejiofor – actor</li> <li>• Mark Wallinger – sculptor</li> <li>• Nicholas Serota – art curator</li> <li>• Erin O Connor - model</li> </ul>	<ul style="list-style-type: none"> <li>• Find agents</li> <li>• Talk to professional fundraiser about best way of using celebs/research</li> <li>• Figurehead of HS-S to talk to agents about what is possible</li> </ul>	Sign up one celebrity by 2017

## 6. Social, Technological, Economic, Environmental and Political Analysis

Future trends we have identified that create opportunities or pose threats to the organisation's future:	
Social	<p>Opportunities: Expand family criteria to include blended, LGBT, foster, adopted families and develop specific volunteer training</p> <p>Threats: Families on a higher income or with less need take up services due to moving into geographical areas of deprivation.</p>
Technological	<p>Opportunities:</p> <p>Develop shared IT network to ensure staff are using/sharing documents, publicity, information in a coordinated way</p> <p>Use MESH to record and measure impact and outcomes for reporting and fundraising</p> <p>Explore the potential of having mobile phone network for volunteers</p> <p>Re-design of website and use of social media to improve raising profile, communication and marketing</p>
Economic	<p>Opportunities:</p> <p>Working with older age groups to better support families, through accessing 0-18 funding</p> <p>Providing targeted support for families facing poverty and inadequate housing due to sanctions and cuts in welfare support</p> <p>Threats: Severe, year-on-year cuts in local authority budget affecting our core funding; lack of sustainability of organisation beyond one year</p>
Environmental	<p>Opportunity to diversify further our volunteer pool to better serve newly arriving communities; in particular families with no recourse to public funds</p> <p>Threats: Office space is becoming too small if we further expand our team; opportunity to co-locate staff to children's centres (one in each of the 4 localities). This would give us the opportunity to improve our efforts to locally recruit volunteers (and support families), across the borough.</p>

Political (and legal)	<p>Opportunities:</p> <p>National and local policy makers focusing on earliest intervention; perinatal support in the community; valuing of volunteers</p> <p>Job Centres needing volunteer placements for job seekers to gain meaningful work experience in health, social and child care sectors.</p> <p>Threats:</p> <p>Severe, year-on-year cuts in local authority budget affecting our core funding; lack of sustainability of organisation beyond one year</p> <p>Funders not willing to fund Home-Starts due to the large numbers of individual HSs doing similar work across the UK.</p>
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## 7. Portfolio Matrix

**Cash cows:** products that bring in income or give the organisation status without too much effort:

- Family support in the home for 0-3+year olds
- Perinatal support for targeted families
- Parenting courses (e.g. Mellow Parents; Mellow Babies)
- Volunteer opportunities for local people

**Rising stars:** new and exciting products or services that offer promise for the near future:

- Structured learning in the home for 0-3+, provided volunteers trained in early years education (Big Hopes Big Futures)
- Targeted parenting courses (e.g. Mellow Dads; Raising Young Boys)
- Structured, 9 month placements for degree level students in health visiting, midwifery, social care & early childhood development/education
- Healthy start groups; training for volunteers to support families in the home around healthy eating, physical development of child
- Accredited Volunteer Preparation workshop; one off trainings in health, education & social care.
- Volunteer programme development & coordination for other organisations and settings (e.g. Children's Centres)
- Volunteer training re. Facilitating groups for parents & toddlers (health, early education; play, parenting)

**Dead dogs** or loss leaders: products or services the organisation has been providing but is no longer sure why and whether it still benefits:

- Twins & Multiple Birth Group
- Trips for families (e.g. Butlin's)

**Question marks:** products and services that may not yet show how and whether they fit the organisation:

- Advice & support for volunteers seeking employment or further education
- Targeted recruitment of older volunteers (early retired people)
- Joint work with a specific Centre (e.g. Albrighton) to develop volunteer or family support work
- Volunteers trained to work with interest groups (e.g. newly arrived families; families with disabilities; separated families, LGBT families; adoptive families; foster families)
- Out of hours and school holidays service
- Volunteers facilitating groups (e.g. Parent Toddler groups)

## 8. Stakeholder Analysis

<b>INTERNAL Name of stakeholder</b>	<b>Degree of interest in us (H M L)</b>	<b>Degree of influence (H M L)</b>	<b>Stakeholders expectations and needs</b>
Staff: Coordinators, managers	High	High	Excellent working conditions Flexibility Pay parity Development opportunities
Families & children	High	High	High quality support Advice and access to other services Consistency, help to reach positive outcomes for children
Volunteers	High	High	High quality training & supervision Policies and procedures to follow Opportunities to develop/gain employment Work/personal satisfaction Recognition of contribution to organisation & families' lives
Trustees	High	High	High quality training & induction Policies and procedures to follow Opportunities to develop trustee skills Work/personal satisfaction Recognition of contribution to organisation & families' lives Opportunity to raise own & organisation's value in community/society
LB Southwark Children's Services	Medium	High	Help achieve outcomes for children and families Reduce the numbers of children referred into social care Ensure children and families are safeguarded
Early Help team (LBS)	Medium	High	Respond and act on referrals appropriately Support their service Help achieve outcomes for children & families, without duplicating service
Existing Trusts and Foundations funding us	High	High	Submit progress reports and invoices on time. Invite to all events including AGM Update on any changes to project; new services; new staff

Potential Trusts and Foundations	Low	High	Send Annual report summary; send Impact Assessment reports Research deadlines for proposals; assess viability & apply Invite to all events, including AGM
Children's Centres	High/medium	Medium	Develop joint proposal/s to provide Volunteer Service Facilitate Volunteer Preparation Workshops on site Attend meetings with other CC providers, Open days etc. Co-locate new co-ordinators at each CC hub for at least 2 days per week
Community Action Southwark (I&S)	Medium	Medium	Participate as a Voluntary Sector Representative on children & families related boards Attend Children and Young People Forum every quarter All staff to attend CAS training (range of topics) Develop joint proposal for Volunteer Development post with Volunteer Centre and 2 other VSOs.
Partner organisation: Family Action Newpin	High	Low	Continue to follow referral & waiting list pathways Joint visits to determine best service for family Joint staff meetings every quarter Joint facilitation of Mellow Parenting courses (at least 1 per year)
Other Family Support organisations in Southwark	Low	Low	Develop Family Support consortium (with support from CAS) to prepare to competitively tender in 2016-17/2017-18 (dependent on LB Southwark's RFP).
Home Start UK	Medium	High	Pay TIG fee on time Invite/involve in family support conferences or workshops Staff attendance at Roadshows, national conference, induction. Fulfil safeguarding, human resources and other legal obligations
London Home-Starts – HSL Consortium	Low	Low	Chair of Trustees as a Trustee of HSL Scheme Manager as operations committee member Attend all meetings and update H-SS Board at every meeting
Other organisations we can joint bid with (e.g. PECAN)	Low	Low	Develop working partnerships with other VSOs working in the areas of health, mental health, perinatal, poverty and develop joint projects to fundraise for.

## 9. Customer Focus Tool

<b>Beneficiaries</b>	<b>Supporters</b>	<b>Stakeholders</b>	<b>Regulators</b>
Volunteers	LB Southwark Children's Services	Trustees	Home-Start UK
Families & children	Individual Donors	Staff	Charity Commission
Students	Trustees	Representatives of beneficiaries	Local authorities (e.g. inspection of homes, schools)
Patients	Voluntary service workers	LB Southwark Children's Services	Local community
Children's Centres	Advocates	Home Start UK	
Purchasers	Purchasers: Trust House Charity BBC Children in Need Children's Centres Localities (2) Peter Minet Trust		
Local public	Home Start UK		
Home Start UK			

## 10. Risk Management

Identified risk	Estimated likelihood	Extent of impact	Action on residual risk
Losing high percentage or all of LBS funding	Likelihood increases for financial year 2016-17 when LBS is likely to put out a competitive tender for family support work 0-19.	If unable to maintain this funding and working relationship with Children and Family teams (Children's Centres, Early Help service), likely to close down	Continue to work in partnership with CCs and Early Help;  Work with CAS to form a Family Support consortium and bid for tender.
Not enough volunteers for demand	If we expand the numbers of families we need to support this is highly likely to happen.  If job seekers are sanctioned for volunteering, the likelihood also increases	Could result in longer waiting lists for families and loss of reputation.  Unable to meet outcomes for range of funders  Unable to demonstrate the impact of our service to potential funders	Fundraise and recruit for a Volunteer Coordinator to continuously recruit and train volunteers  Make stronger links with colleges to promote volunteering opportunities to health, education and social care students looking for placements  Work with existing volunteers to get ideas how to increase volunteer numbers  Advertise locally targeting parents/carers with children of school age; target older people in early retirement.
Other family support organisations in Southwark developing or expanding family support in the home	Low risk	Compete for funding	Continuously Improve our service (QA)  Expand age range; diversify volunteer training

			Raise our profile; emphasise local connection, providing family support in Southwark for 20 years
Losing more than two senior staff members at one time (e.g. long-term sick, pa/maternity)	Medium risk	Unable to provide full service Loss of organisational knowledge; experience; leadership	Provide effective staff management Opportunities to develop in jobs Contingency fund to recruit to posts temporarily Develop secondment opportunities for outside candidates
Loss of reputation; poor relationships with other providers, funders	Low risk	Referrals drop; volunteer recruitment and retention suffers; funders do not continue funding	Provide excellent leadership and staff management Follow up on complaints in line with complaints procedure Establish positive working relationships and instigate discussion if problems arise.
Loss of office space	Low risk	Unable to provide service	Develop a plan that enables staff to be co-located in CC teams until new office space can be found.