

Strategic Plan 2014 - 2017

Vision

Home-Start Southwark contributes to a society that nurtures its youngest children, families and volunteers to reach their fullest potential in their lives.

Mission

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.

Values

Home-Start Southwark strives to be a non-judgemental service that is professional and non-threatening in its approach. We aim to empower families with strategies that enable them to raise their babies and children in a safe, positive, enjoyable way. We do this through being empathetic, supportive and honest in all our interactions.

Who is Home Start Southwark?

Home-Start Southwark is part of a nationwide network of local schemes committed to improving the welfare of families with at least one child under the age of 5. Volunteers are recruited from the local area and trained to offer support, friendship and practical help to families under stress, helping to prevent family crisis and breakdown and to help parents to understand and support the developmental needs of their children. The service is offered in the families' home where the dignity and identity of each individual can be respected and protected.

Our overall objective is to improve the prospects of disadvantaged children and families in Southwark through our targeted early intervention programme. Giving parents the support and guidance needed in the first three years of a child's life helps lay a vital, social and emotional foundation for the child, building happier, healthier lives and helping them achieve their full potential.

Parents and volunteers are matched according to personality and life experience, improving the chances of parental engagement and the development of a successful, trusting working relationship in the home. This flexible and responsive parent-to-parent support model supports families in a secure environment, empowering them to take greater responsibility for their lives. Families are also encouraged to access local services, develop parental networks and are signposted to relevant specialist services.

By improving parental participation in their child's early development, Home-Start Southwark ensures children will be equipped with problem solving skills; increased resilience to face challenges and to cope with the transition stages throughout childhood into adulthood. By improving the life experience of the most vulnerable children we can break the present cycle of deprivation and dysfunction that moves from generation to generation. Enabling infants to become well-rounded, capable people results in a greater resilience to deal with challenges and take up opportunities later in life. These include happiness in childhood, achievement in education, readiness for productive work and, most importantly, successful parenthood. Home-Start Southwark is fully committed to improving outcomes for unborn and younger children that will have a positive impact on future generations.

Home-Start Southwark was founded in 1995 and supported by local MPs including MP Harriet Harman MP, Tessa Jowell MP and Councillor Simon Hughes. Since its inception, Home-Start Southwark has supported over 2,000 families with at least one child under five years or expecting a baby and recruited community volunteers to provide home support. *In 2013-14 Home-Start volunteers supported 89 volunteers supported 92 families with a total of 248 children.* Home-Start Southwark is a registered charity and its board of trustees actively fundraise on a continuous basis. We have been generously supported through a variety of funding sources including LB Southwark, the ASDA Foundation, Dentons Charitable Trust, The Richardson Charitable Trust, The Robert Holman Memorial Trust, Mary Minet Trust, Capital's Help a London Child and individual donors in the community. Our board of trustees is comprised of local people and professionals (including families that have been supported by Home-Start and volunteers that have supported families) that are committed to lead and fundraise for the organisation. Over the past three years Home-Start Southwark has survived through a difficult period of statutory funding cuts and has been building its strength, skills and excellent reputation to attract future funding to respond to an increase in demand for its service. We continue to strive to deliver a flexible, user-led service for families and volunteers that fulfils outcomes and provides funders value for money.

Current Situation:

Home-Start Southwark is at a critical stage of its development in a challenging economic environment. This is compelling trustees, staff and stakeholders to analyse the organisation's strengths and weaknesses, opportunities and threats and external factors that impact on our service.

We have spent time on developing this Strategic Plan in the context of the coalition government's Children Act (2004), Child Poverty Act (2010), the Munroe Review of Child Protection (2011) and the Allen report of Early Intervention (2011); Southwark Council's Children & Young People's Plan (2013-16), Children's Joint Strategic Needs Assessment and Volunteering Strategy (2013-18). We work in close partnership with Southwark's Early Help Service, through the use of the Common Assessment Framework, to complement and avoid duplication of services for children and families.

Our strategic plan will guide us through the next three years and, when fully funded, will benefit many more families, babies, young children and potential volunteers.

Strategic Priority 1	Earliest Intervention: Provide practical and emotional support to struggling parents enabling them to lead happier lives and less likely to need statutory intervention.			
Strategic Aim	HSS aims to increase parents' skills in raising their children to have the best possible start and be more resilient in later lives.			
Specific Aims	Activities	Outputs Per Year <i>(N.B. Percentages refer to the total number of families accessing services in the year)</i>	HSS Outcomes per Year	Long-term Outcome/Impact
A) Family Support through volunteers: 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	1.1 Place volunteer in family home to - Provide support and professional friendship in the home. - help families access early play & learning groups and nursery places in the community (including Children's Centres activities).	60% of HS-S families attend groups & activities	40 % of families experience: - improved confidence, reduce isolation and increased social networks - their child (ren) develop age-appropriate social skills.	- Families are more connected and contribute to their local community. - Raised level of achievement of child Development milestones to increase the likelihood of improved readiness for nursery school.
	1.2 Volunteers help families in the home to create an environment where children can learn, play and grow.	40% of families adapt their home environment	25% of families experience Improved home environment that enables families to provide home learning, play and a more family-friendly, safe and secure setting.	Improvement in parents/co-parents ability to raise their children in a safe, secure and family-friendly home.
	1.3 Volunteers work with families to address their personal issues that can have a negative effect on their children's development through accessing outside support such as mental health, substance misuse, and domestic violence agencies.	40% of HS-S families affected by substance misuse, mental health and domestic violence take up services	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.	Reduction in the effects of domestic violence, mental health and substance misuse on the development of babies and children. Greater level of safety and security is experienced by babies and children.
	1.4 Volunteers work with families to address their economic welfare and/or inadequate housing issues through accessing welfare support agencies in the community.	30% of HS-S families affected by debt and/or poor housing conditions will be supported to access relevant services.	20% of families accessing services experience reduced debt and poor housing conditions through working with other agencies to assist families.	Maximisation of income leading to a reduction in debt. Improved housing conditions resulting in a safer, more secure environment for babies and children to grow, play and learn.

	<p>2 Place Social work student / HSS co-ordinator in family home Social care student placements and HSS coordinators provide support to families with complex needs, in the home.</p>	40% of HS-S families affected by substance misuse, mental health and domestic violence take up services	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.	Reduction of the negative effects of substance misuse, mental health and domestic violence on babies and children's lives. Increase in positive parenting skills leading to children being less likely to exhibit behaviours linked to coping with these issues in their lives.
	<p>3 Provide perinatal service 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>	65% of HS-S families in the perinatal stage of childbirth access the service	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.	Reduced need for intervention or further intervention from social care and/or statutory perinatal mental health services
<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>4 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.</p>	65% of HS-S families attend groups.	40% of families: - change their methods of parenting and experience improved parenting skills a greater level of positive interaction with their child.	Increased parenting skills and techniques resulting in greater bonding and interaction with babies and children, thus helping children to reach their Child Developmental milestones.
	<p>5 Run groups HS-S will provide access to groups and activities that address healthy eating and emotional well-being for families.</p>	40% of families affected by poor nutrition, childhood obesity and/or maternal poor health attend activities or take up services	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)	Increased understanding of the value and take up of healthier lifestyles (mental health, physical health and nutritional health)
	<p>6 Deliver family trips, fun-days and events HS-S will provide access to events and trips that improve parent/child bonding</p>	40% of families attend trips and fun days	25% of families: - experience improved bonding	Increased parenting skills and techniques resulting in greater bonding and interaction with babies and children, thus helping children to reach their Child Developmental milestones.

Strategic Priority 2	Community Impact: Greater social and economic well-being for people in Southwark, through volunteering opportunities.			
Strategic Aim	Recruit, train, retain and support volunteers to develop personally and vocationally through supporting families in the community.			
Specific Aims	Activities	Outputs Per Year	Outcomes Per Year	Long-term Outcome/Impact
C) Volunteer support: Create greater social and economic wellbeing for people in Southwark by provide learning and vocational opportunities for the volunteers that support these families	- HS-S facilitates 4 Volunteer Preparation Workshops per year - 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)	30 volunteers attend the prep and other training courses	Improved skills of volunteers resulting in a greater understanding of how to support families	Greater opportunities for Southwark residents to access social and professional environments to increase their personal and vocational experience.
	HS-S co-ordinates HS-UK accreditation system?	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	Volunteer more confident to apply for jobs or further education Increased take up of accreditation that leads to greater access to formal training and employment.	Greater numbers of volunteers taking up vocational courses and gaining employment.
	HS-S actively outreaches and recruits volunteers from the community at least 4 times a year; and uses media to recruit on an ongoing basis.	50% of volunteers from ethnic communities, different social backgrounds and professional skills support families	Increased level of diversity in H-S S's pool of volunteers to enable empathy for and understanding of the needs of families.	Make-up of volunteers accurately reflects the diverse make-up of Southwark communities, leading to effective matching of volunteers to families.
	HS-S develops and implements volunteering opportunities such as ongoing training and providing a range of volunteering experiences to retain and grow its volunteers.	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	Increase in the numbers of volunteers supporting families for one year or more	Volunteers help sustain the success of Home-Start; we have a bank of long-serving volunteers to help train new volunteers and work with families with complex needs.
	Volunteers matched with a family receive regular supervision every 6 weeks	100% of active volunteers receive supervision by their co-ordinator every 6 weeks	Volunteers feel supported and have an opportunity to discuss their case load and raise any issues with HSS.	

Strategic Priority 3	Sustainability: Sustain an effective home-based family support service in Southwark			
Strategic Aim	Increase the ability of Home-Start Southwark to continue providing a successful family support service			
Specific Aims	Activities	Outputs Per Year	Outcomes Per Year	Long-term Outcome (3 Years)
	Promote HS-S in Southwark to potential beneficiaries, volunteers and trustees & 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 organisations.	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 volunteer-led, home-based family support model in Southwark, London and the UK.
	Recruit new trustees with the skills needed from Southwark & London	Total of 8 board members in place with skills that include Public Relations & Marketing, Fundraising, Voluntary Sector expertise, Employment & HR, Financial Management, Leadership (Chair).	Increased our outreach and recruitment of families and volunteers to ensure that the diverse needs of families are met, in particular for families of ethnic groups, refugee status and children with disabilities, living in areas of the highest deprivation.	Increased skills and knowledge of our Board of Trustees to ensure that the organisation has effective leadership and governance that is committed to its on-going success.
	Participate in early help and family support fora; work in partnership with Southwark Children's Centres Programme; provide family support with partner agencies such as Family Action Newpin and H-S London Consortium. Write funding proposals that reflect consultation with local families and their needs; needs assessment from existing caseloads;	Funding secured for 3 years at: £250k in year 1; £275k in year 2; £300k in year 3	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. Resilience to changes in the funding/policy environment has increased (%)
	Develop the use of MESH and use it to extract data for marketing and fundraising activities.	Monitoring and evaluation system (MESH) in use by all staff and board members to continue to raise funds and the profile of the organisation. Demographics of HS-S reflect the demographics of Southwark	Improved monitoring and evaluation systems so that we can assess and share the impact of HS-S and continuously improve our service.	MESH provides HS-S with the data to assess the needs of families, adapt its provision and demonstrate the impact of its success to stakeholders.