



Stronger than Ever at 150

A strategy for Family Action to take us to our 150th anniversary in 2019 and beyond

Introduction

In 2013, Family Action launched its *Stronger than Ever* strategy. That strategy was very much about modernisation and growth. Three years on, Family Action has achieved most of the goals of that original strategy – we have modernised comprehensively and we have grown our turnover and our geographical reach. As a result Family Action has developed considerable organisational momentum. We have strengthened our brand, diversified our income base, acquired specialist expertise through mergers with other charities, developed a range of exciting new services and attracted social investment for the first time. We have won national recognition for our services, for our employee engagement, for our people-focused CEO and for our governance. We are now in a very strong place to push on but to do that really well we need a new set of strategic goals for Family Action, hence this new strategy.

The focus of our new strategy

Our new *Stronger than Ever at 150* strategy sets out a route map for Family Action for the next steps on our journey as an organisation. The new strategy will take us to our 150th Anniversary in 2019 and beyond.

Now is a time to be bold and creative and resolute in our ambition to grow and to innovate in order to increase our impact.

This new strategy puts front and centre three key goals:

- to continue to **grow** our charity in order to help thousands more families to have better lives;
- to **innovate** in our service provision, as an organisation and as an employer, so that we can address new and urgent areas of work effectively and imaginatively; and
- to **diversify our income base** to ensure we are not overly reliant on any one source of funding.

We can only grow, innovate and diversify our income base by being the best at what we do. We are committed to providing excellent services and we will be both rigorous in identifying where we can improve and add value to our current service provision and agile in creating innovative service models in order to address urgent and emerging areas of work where there is a gap in provision.

We are confident that the goals set out in this strategy are the right ones for Family Action to make us *Stronger than Ever at 150*. We look forward to embarking on this new journey as an organisation and to achieving all of the goals set out in this strategy.

How will this strategy be implemented?

The high level goals set out in this strategy will each be achieved through delivery of a robust underpinning implementation plan. The high level goals have been grouped under four key themes.

Each high level goal set out in this strategy has been assigned to a nominated **Executive Group Lead Director**. It will be the responsibility of the nominated Lead Director to develop and deliver that implementation plan involving people from across Family Action as necessary.

Family Action's **Senior Management Group** will monitor the implementation of the strategy on a quarterly basis.

Family Action's **Chief Executive** will report to the **Trustee Board** at each Board Meeting on progress made with implementation of this strategy and any issues arising.

He will be held accountable by the Board for the delivery of this strategy on time and on budget in judging his effectiveness in role.

Stronger than Ever at 150 – what we will do

Theme 1 - Stronger Organisation

People – Building on our significant progress in recent years we will continue to strengthen, train and develop our workforce and volunteers ensuring that their skills and abilities match the changing requirements of our services. We will encourage practice development and learning at every opportunity.

Our high level goals
<p>Refresh our workforce strategy to prioritise the following areas:</p> <ul style="list-style-type: none"> • <i>Attract, recruit and retain the right people</i> • <i>Develop our leaders, staff and volunteers</i> • <i>Ensure the health and wellbeing of our staff and volunteers; and</i> • <i>Ensure our staff are rewarded and valued</i>
<p>Maintain positive morale and engagement in Family Action in a challenging and uncertain environment and in a context of multiple service closure and reconfiguration and the winning of considerable amounts of new work</p>
<p>Improve and enable sharing of practice between Family Action services.</p>

Culture – we will continue to embrace an agile, connected and professional working environment that reflects Family Action’s values and encourages and rewards ideas and innovation, that celebrates diversity and excellent performance, does not tolerate poor performance and that keeps our service users at the heart of everything we do.

Our high level goals
Help staff and volunteers to feel part of the organisation and participate in the growth and development of the organisation
Keep embedding our values and behaviours throughout the organisation – particularly with those individuals and services joining the organisation
Celebrate individual and collective contribution
Challenge poor performance
Create exciting plans to mark and celebrate our 150 th Anniversary

Theme 2 - Stronger Systems and Impact

Systems development – we will continue to develop our working practices, systems and environment better to meet the needs of our organisation, workforce, service users and commissioners.

Our high level goals
Improve and integrate IT, communications and data systems to ensure that staff are equipped to work effectively and to enable us to work smarter and better

Develop Head Office functions to ensure they meet the needs of an effective, growing organisation and our expanding service delivery

Improve external communications

Impact - we will continue to improve how we describe, evaluate and publicise our approach to working with families and children and how we evidence the impact of our work.

Our high level goals

Review our impact and outcomes strategy and work towards the evaluation of all of our areas of work

Share how we work and celebrate the impact of our work

Gain further national recognition for our work

Profile, positioning and influence – we will further improve the marketing of our services in order to heighten awareness of the needs of our service users, grow our charity and increase understanding of the value of the work we do. Our influencing work will raise our profile and continue to be of national significance.

Our high level goals

Refresh our marketing strategy for Family Action and for services/thematic work streams as necessary and create a digital marketing strategy

Achieve greater recognition of the Family Action brand across the children and families sector and with the general public

Deliver influencing work that is of national significance

Theme 3 – Stronger Services and Innovation

Quality, Organisational Performance and Risk Management – we will be relentless in monitoring and strengthening the quality of our services and individual and organisational performance. We will seize every opportunity to share our service implementation and delivery expertise and to learn from others in our field. We will ensure that our organisation is safe for the vulnerable children and families who rely on us. We will continuously improve our understanding, mitigation and management of risk in order to grow and develop the organisation safely and to protect our service users, staff and volunteers.

Our high level goals
Raise organisational performance in all areas included in the organisational performance scorecard
Maintain the Executive Group's focus on key organisational pressures
Operate high quality services
Improve organisational oversight and consideration and management of quality, risk and effectiveness issues

Service User and Volunteer Engagement – we will ensure that the voices and experience of service users are listened to and acted upon across the organisation: in service design, delivery and improvement and in our influencing work. We will further strengthen our use of volunteers across the organisation.

Our high level goals
Implement a new system of Co-Production Regional Champions
Ensure that the lived experience of our service users is valued by involving service users in Family Action's work however we can and by drawing on that lived experience in our media and influencing work
Develop and implement the volunteering strategy for Family Action, ensuring the value and importance of the wide range of volunteer roles in the organisation is recognised and celebrated and maximising the use of volunteers in our service provision.

Innovation – we will be bold, proactive and creative in our service development to ensure that our services continue to meet the changing needs and requirements of our users and commissioners. We will encourage and reward an organisation-wide commitment to innovation through designing and developing new models of service delivery. Each year we will agree a focus on three service development priority areas identified by research and environmental scanning to inform the development of our innovative services.

Our high level goals
Encourage innovation, the use of technology and an entrepreneurial approach within the organisation
Identify high focus areas for new service development informed by research, environmental scanning and our internal political and sector insight work

Theme 4 - Stronger Strategic Growth and Partnerships

Strategic growth – we will continue to focus on retaining existing work and winning new work. At the same time we will innovate to develop new service models and projects. We will develop and invest in our digital capacity so that we can reach more families and children. We will further grow our fundraising income and develop our training and consultancy business. We will strengthen our presence and impact across the UK by seeking to fill geographical gaps in service provision and through mergers and acquisitions. We will leverage the good work that is happening across the organisation through effective marketing and communications.

Our high level goals
Ensure existing services remain high quality and funded, and vigorously challenge any attempts to foreclose existing services
Bring in £1.5m of new work for the following year in each year of the strategy through our Business Development team
Pilot new digital services, including a helpline.

Develop our training and consultancy business

Achieve one strategic merger or acquisition in each year of the strategy in order to add to existing, or bring in new, expertise.

Strategic Partnerships – we will review our range of strategic partnerships to enable us to expand our service delivery and to increase our impact across the UK and internationally.

Our high level goals

Review, learn from and, where appropriate, exit from or add to our range of strategic partnerships
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Build our service delivery across the UK
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Financial stability – we will further improve financial stability by growing group turnover and fundraised income and by increasing our unrestricted reserves. This will enable us to continue to invest in innovation and service development and in our people, systems and measurement of impact. We will reduce our financial risks and liabilities wherever possible. We will continue to diversify our income base to decrease reliance on any one particular funding stream.

Our high level goals

Grow group turnover to £30m by 2019/20
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Increase fundraised income to £4m in 2019/20
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Increase unrestricted reserves to £3.7m in 2019/20 while continuing to invest in organisational development

Invest in prioritised areas in order to help us achieve this strategy

Anticipate, manage and mitigate financial risk e.g. service loss, pensions risk, TUPE transfers etc.
Further diversify our income base

About Family Action

Family Action's values are central to us.

We are a **can-do** organisation, we strive for **excellence**, we maintain a clear **people focus** and we have **mutual respect** for everyone.

From our beginnings as a charity in 1869 we created much of the infrastructure that strengthens the most vulnerable families today, including the first social work teams and the first Citizen's Advice Bureau. Today, Family Action supports over 45,000 families, children and adults a year through some 150 community-based services across England, Wales and the Isle of Man. We help many thousands more across the UK with financial assistance through our education and welfare grant programmes. Our services include:

- help for parents-to-be;
- the provision of high quality Children's Centres in deprived communities;
- intensive family support provided directly in the family home;
- counselling and emotional health and wellbeing services for vulnerable children, young people and adults;
- relationship support for couples under stress;
- mentoring for disadvantaged young people;
- behaviour outreach support and emotional wellbeing services in schools;
- support for young carers;
- specialist therapeutic work with children and young people who have experienced abuse, bereavement or other traumatic events;
- financial grants programmes for individuals and families in crisis; and
- training and consultancy for charities, public services and corporates.

In recent years Family Action has developed a number of new areas of work including:

- Family support integrated with health services where families have children with complex needs;
- A range of services which focus on young people and their wellbeing;
- Support for families caring for children through Special Guardianship Orders;
- Supporting birth families who have had several children removed;

- Introducing whole family support where there are concerns about DVA; and
- Delivering an innovative approach to supporting looked after children, their carers and birth families where the children are suffering multiple placement breakdowns.

Every day, Family Action's skilled workers and innovative services strengthen families and communities, help to build skills and resilience, and transform lives.

Our deep experience as a service provider makes us hugely well-placed to promote health and wellbeing, to strengthen relationships and to take a whole family approach.

Our long history grounds us as an organisation enabling us to help people, however difficult their situation: families struggling with the legacy of intergenerational disadvantage, new mothers struggling with postnatal depression, adolescents struggling in care.

We believe that with the right practical, emotional and financial help most families and children can overcome their difficulties, no matter how complex.

That is the core of Family Action, it is why we exist and it is why we must do more if we are to be *Stronger than Ever at 150*.