

# Home-Start Kirklees Strategic Plan 2017- 2020



# Executive Summary

## Introduction

This plan sets out a future direction for Home-Start Kirklees. It starts by describing our current role and our current position. The plan outlines a strategy for our future development and the work involved and the support needed to deliver it.

## Our vision:

Home-Start wants to see a society in which every parent/carer has the support they need to give their children the best possible start in life.

We want to be the leading local volunteer agency supporting families when they most need it.

## Background:

Home-Start - Kirklees is a registered charity (1099770) with the following registered aims:

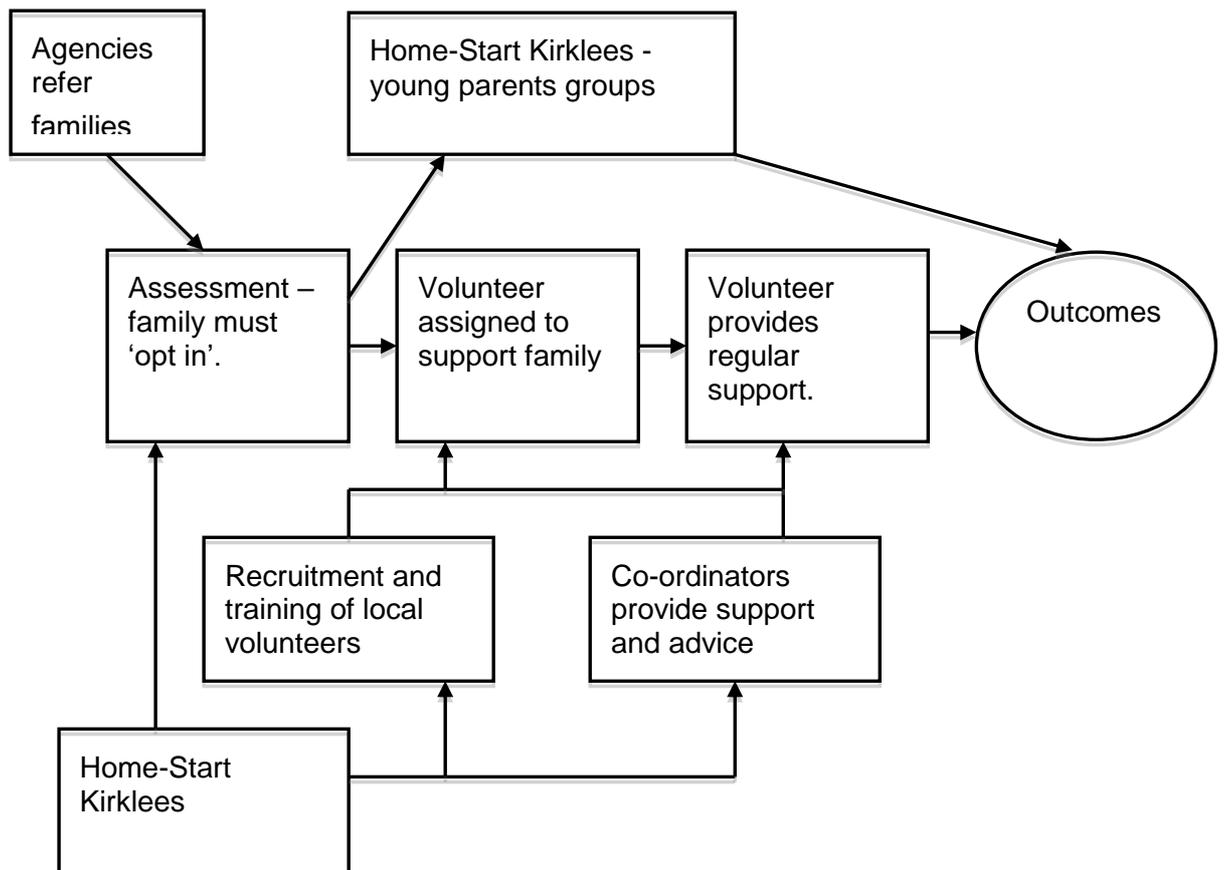
- A) To safeguard, protect and preserve the good health both mental and physical of children and parents of children.
- B) To prevent cruelty to or maltreatment of children.
- C) To relieve sickness, poverty and need amongst children and parents of children.
- D) To promote the education of the public in better standards of childcare within the area of Kirklees and its environs.

## Our outcomes:

Stronger, positive and resilient families.	Increased life opportunities.	Stronger and healthier communities
<ul style="list-style-type: none"> <li>• Development of positive parenting skills</li> <li>• Parents are supported</li> <li>• Confident families – better able to cope.</li> <li>• Families able to access early support when needed</li> </ul>	<ul style="list-style-type: none"> <li>• Improved progress in education for children</li> <li>• Parents develop support networks in their communities.</li> <li>• Our volunteers learn and share relevant and valuable skills and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Families are stronger and supported so less likely to need crisis intervention from other agencies.</li> <li>• More people volunteering.</li> <li>• Fewer families are isolated.</li> </ul>

## Our Service Model

We have developed our service model to meet these outcomes:



### Our service model explained:

Our core activity is recruiting, training and supporting local volunteers to work with a family. Our volunteers bring a wealth of life experience that we carefully match to families. All of our volunteers are properly recruited, trained and receive regular support and supervision from our experienced co-ordinators. Families are referred to us from a range of agencies including adult social care, primary health and other organisations. We have built up a strong set of relationships with our referral agencies to ensure an efficient and smooth referral process. Families can also self refer. Our co-ordinators meet with each family to ensure that our service is relevant and that their needs and expectations are clear. Families must 'opt in' and decide that they want our service.

As well as individual support we also offer a range of group support, for example, our young parents group. Professionally led groups can help individuals learn, overcome feelings of isolation and build useful relationships with others.

Our service is designed around the needs of each family. We do not operate to a fixed model of 'x number of sessions'. Rather, we work with families to identify the individual support they need and regularly monitor progress.

Our services are geared at prevention and early intervention. Our volunteers and groups work with parents and families at a critical stage when they need support and practical help. Ours is a practical model that fills a gap in families who lack other forms of support. Experience and feedback from our clients tells us that if we were not able to provide support the consequential cost to the family and already hard pressed statutory agencies would be considerable. Our work diverts people away from primary care and the need for crisis intervention from local services. We are confident that an emphasis on prevention, building family strength and long term support creates outcomes that represent a significant 'return on investment'.

We are a full member of Home-Start UK, which as well as providing organisational support and a national network, operates a quality assurance process to ensure that our services and the management processes that support them reflect best practice.

### **Our Values:**

Families **choose** to use us. *No-one has to use us. Families have to 'opt-in' and decide to take part. We are an independent voluntary organisation.*

Each family is **different**. *Each family has a different history, circumstances and issues facing them. We don't offer a 'one size fits all' package. We tailor the service to each family's needs.*

We respect **difference** and **equality**. *We will treat individuals with dignity and respect and work to deliver a service that is free from prejudice, bullying, harassment and unlawful discrimination.*

We are committed to **quality**. *We work to ensure that our services offer a consistent and quality support to families. We are committed to listening to our users, learning and improving our practice.*

We are part of our **community** *We are rooted in our communities. A key strength is the personal life experience that our staff and volunteers bring.*

We support long term **change**. *We are confident that people can learn, develop and change. We support timely support that helps families become stronger and resilient.*

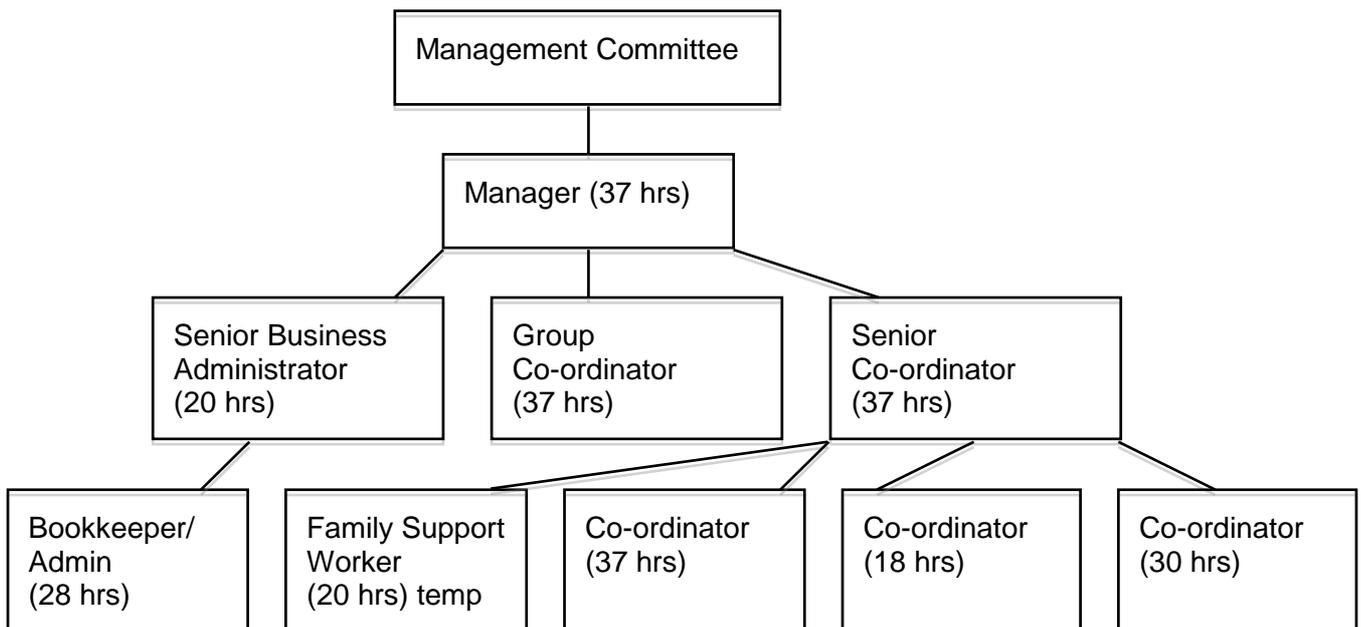
### Current activities:

On average we provide support to around 48 families at any one time with an average waiting list of 25 families awaiting support.

At any one time we have an average of 50 local people who volunteer for us. On an average time commitment of three hours per week, and using the relatively low level of the UK minimum wage this represents an in kind contribution of £58,500 per year i.e. we add significant added value

Our current operating costs are projected at £237,086. Income from the Thriving Kirklees – Healthy Child Programme, through our joint venture with Locala is our main income stream and is projected at £200,000. Kirklees Neighbourhood Housing provides us with rent-free accommodation. The value of this is calculated at £13,200.

## Organisational Structure



In 2017 we joined forces with Locala, a local health social enterprise to successfully bid for and deliver a major local contract within Kirklees supporting families.

## **Our analysis of our business position:**

In the development of this plan, with support from the Lloyds Bank Foundation we commissioned an independent consultant to carry out a series of confidential interviews with a range of commissioners, partners and volunteers. This feedback has helped us to shape our thinking and develop this plan. Key comments included:

*It's about providing support to help people live the life they want*

*It always delivers. A trusted service. It often exceeds targets.*

*Volunteers get first class support*

*It's role to help people to overcome isolation, provide early support at the right time in the right place"*

*Its independence helps – people will use it because it is not part of the statutory sector.*

*It prevents a lot of negative things from happening.*

*The fact some of the volunteers have been in the same position is really valuable – it makes it credible.*

*As other services get cut or reduced how will Homestart manage?  
There is a danger of sinking under demand. How will it manage capacity and expectations?"*

## **The external context for our work**

We operate in fast changing and often uncertain times. As part of this strategic review we have identified the following trends and developments that need to influence our strategic direction:

### **Changes in families, needs and expectations**

Contact with partner agencies tells us that demand for family support is likely to continue to increase as more and more families struggle. Over the past year we have identified through our supervision and review systems the following trends:

- An increase in emotional and mental health issues within families.
- That family life has become more complex and for some dysfunctional.
- Many parents lack local family support and often feel very isolated
- Teenage pregnancies could rise
- More children with a diagnosis (e.g. ADHD and ASC) creating a greater expectation of support

### **Changes in the wider system and sectors that we work with**

How other agencies work has a considerable impact on our clients and on our organisation. The following factors could have impact on us:

- More targeting and stricter criteria for services. Constrained by resources many agencies are having to strictly ration services or limit support to those with severe needs or in crisis.
- Less face to face work.
- More local area of funding. Funding could become more targeted.
- Decline in public sector funding. Most public sector agencies will have to manage at best standstill, but more likely real downturns in resources. Agencies will be expected to do 'more with less'.
- More collaboration. Commissioners and policy makers expect to see partnership working between agencies and evidence of joint working to improve service pathways and deliver better value for money.

### **Broader trends in policy and society**

Bigger changes in society, public policy and attitudes will also affect our development and services. Possible factors might include:

- Changes in the profile of our communities. Greater diversity within society, intergenerational issues and changes within family make up.
- Greater emphasis on community based care. A push to get children out of care and deliver more services locally.
- Increased expectation on the voluntary sector. Voluntary organisations and volunteers increasingly expected to do more and provide more services.

### **Changes in practice and how we work and organise**

Changes in how we operate and changes in our sector include:

- Greater interest in the potential of self help, mutual support and volunteering.
- Greater use of social media to organise, communicate and access services.
- More regulation. Operating in an increased regulatory framework. New legislation such as the General Data Protection Regulation (GDPR).
- More competition. Increased competition between organisations for contracts, funding, profile and volunteers.

- Volunteering. Changes in the nature of volunteering. Volunteering as a route into better employment.

## Business Analysis – A Summary

Our analysis of our business position backed can be summarised in a SWOT analysis:

Strengths	Weaknesses
<p>Established local voluntary agency.</p> <p>Robust service model in place with clear policies and procedures validated by Home Start UK.</p> <p>Strong volunteer base</p> <p>Our approach is relevant to national and local care strategies.</p> <p>Sound management, clear policies and procedures</p> <p>Growing need for support</p>	<p>Danger of being taken for granted.</p> <p>Low cost operation – lack of staff time to invest in new developments.</p> <p>Limited public profile – not well known enough.</p> <p>Unstable funding base.</p> <p>Growing waiting list</p>
Opportunities	Threats
<p>Developing services to meet new and emerging needs within families.</p> <p>Opportunity to build on our track record and develop new models of supporting families.</p> <p>Potential to build new partnerships and income streams e.g. primary health.</p> <p>Attracting new volunteers including current and former service users.</p> <p>Increased recognition of the value of early intervention, mutual and self help and preventative work with families.</p>	<p>Danger of being overtaken by demand as other services struggle to cope.</p> <p>Impact of public sector austerity.</p> <p>Increased competition for resources – funding and volunteers.</p> <p>Expected to cope with families with more complex and demanding needs.</p>

## Strategic Direction

This strategy addresses how we can build on our strengths, overcome our weaknesses, develop the opportunities and reduce the risks.

This plan is based on the following assumptions:

1. Demand for our work will continue to increase. The work will become more complex.
2. Our role and service model of providing an independent volunteer based service is relevant and can deliver vital outcomes.
3. As an organisation we will need to be efficient, flexible, outward looking and outcome focused.

Our strategy for the next three years will focus on five goals:

1. To provide a quality family support to families that meets their needs and wants.
2. To enhance and develop our service offer to meet the increasingly complex issues experienced by families.
3. To invest in the development and support of our staff and volunteers. To develop new rewarding roles for volunteers.
4. To collaborate with others and to support community based initiatives.
5. To be a strong, efficient and innovative organisation with a high profile and a broader income base

Strategic goal	1. To provide quality family support to parents that meets the whole family's needs.
Outcomes	<p>That Home-Start Kirklees is the lead local volunteer agency supporting families.</p> <p>That we provide a service that is valued, responsive and reflects best practice.</p> <p>To ensure that families are able to influence and shape the service we offer and are fully involved in identifying their needs and planning our services.</p> <p>To provide a service that is accessible and relevant to all of the communities that make up Kirklees.</p>
Key actions	<p>To continue to recruit, train and support our volunteers.</p> <p>To monitor take up of our services to ensure that it reaches the whole community.</p> <p>To ensure that we meet Home-Start UK's standards and that we demonstrate a commitment to quality throughout the organisation.</p> <p>To develop ways of encouraging feedback from our users and involving them in the design of future services.</p> <p>To evaluate our work and share our findings.</p>
Resource implications	Within current budget.

Strategic goal	2. To enhance and develop our service offer to meet the increasingly complex issues experienced by families.
Outcomes	<p>That we are able to provide support to our volunteers in meeting the increasingly complex issues faced by families</p> <p>That we develop practical support services to support our volunteers.</p> <p>That we have in place effective relationships with specialist agencies to whom we can signpost or refer clients or draw on their expertise if needed.</p>
Key actions	<p>Explore ways of best resourcing the specialist support needed to work with families where there may be mental health issues.</p> <p>Build positive relationships with local specialist agencies that we can refer clients or work in partnership.</p> <p>To monitor the need and potential for services for fathers.</p>
Resource implications	<p>Review funding and commissioning possibilities for specialist support role.</p> <p>Approach relevant commissioners</p>

Strategic goal	3. To invest in the development and support of our staff and volunteers. To develop new rewarding roles for volunteers.
Outcomes	<p>That Home-Start Kirklees demonstrates best practice in the recruitment, training and development of paid and volunteer staff.</p> <p>That our staff and volunteer teams reflect the ethnic make up of the local population.</p> <p>That we are able to recruit sufficient volunteers and that volunteers feel trained, supported and valued and encouraged to look at their own progression.</p>
Key actions	<p>Development of a training plan</p> <p>Creation of new volunteer roles in communications, fund raising and service development.</p> <p>Finding ways of acknowledging and celebrating the contribution our volunteers make.</p> <p>To continue to encourage former users to become volunteers.</p> <p>To develop a programme of events to bring volunteers together,</p> <p>To identify how we can recruit people who do not traditionally volunteer.</p> <p>To support the progression of our volunteers into education, training and employment.</p>
Resource implications	Within current resources

Strategic goal	4. To collaborate with others and to support community based initiatives.
Outcomes	<p>That we are able to work with local agencies in a collaborative and purposeful way that creates better services for clients.</p> <p>To explore ways of improving access to services by supporting locally based programmes such as self help group and peer education and support projects.</p>
Key actions	<p>To review how we can best ensure a smooth 'client journey' from referral to leaving our service.</p> <p>To develop strong links with the agencies who refer families to us to encourage feedback and plan our services.</p> <p>To produce a guide to our services and service model for partner agencies and other workers.</p> <p>To review ways in which we could play a part in encouraging local initiatives such as parenting groups, peer education and support groups.</p>
Resource implications	Within current resources.

Strategic goal	5. To be a strong, efficient and innovative organisation with a high profile and a broader income base
Outcomes	<p>We will be an efficient and robust organisation.</p> <p>We will deliver value for money throughout</p> <p>We have strong governance</p> <p>We will be a well known high profile organisation</p> <p>We will be able to be a positive influence on policy makers.</p> <p>The organisation will have a broader income base,</p>
Key actions	<p>Develop a marketing plan to raise our profile, build up an active support base and use social media.</p> <p>Recruit expert volunteer support and/or student placements to support our marketing and profile building.</p> <p>Provide regular information to policy makers and commissioners on the outcomes of our work, the long term value of our work and return on investment.</p> <p>To ensure that our board has the training, resources and relevant information to meet the responsibilities of their role.</p> <p>To identify ways we can play a useful and constructive role in shaping local policy based on our work with families.</p> <p>To develop ways in which the use of information technology can strengthen our internal organisation, improve service delivery and communication.</p> <p>To build our income base by:</p> <ul style="list-style-type: none"> <li>• Developing sponsorship opportunities for local companies to back our work</li> <li>• Developing public fundraising initiatives.</li> <li>• Building a profile with health commissioners by showing how our work delivers health outcomes.</li> </ul> <p>Recruit and support a volunteer fundraising group to support our fund raising and income development work.</p>
Resource implications	<p>Within current budgets, but will ensure that all projects are established on a full cost basis with an appropriate contribution to our overheads.</p>

## Resourcing Our Work

We want to develop a business model that is sustainable, enables us to spend our time on delivering services and protects our role as an independent charity. We envisage our future funding being made up of:

Income source	Current position	Future perspective
Main contract with Kirklees Council in collaboration with Locala	Our main funding stream	We will closely monitor performance. We will maintain our independent profile and profile with commissioners at the same time as maintaining a strong partnership with Locala We will ensure that we have the necessary requirements to bid for commissioned work.
Income from major funders	Support from major funders such as our young parent group funded by Lloyds Bank Foundation until April 2018.	We will research opportunities and develop projects that meet funders interests and our strategy.
Project funding	Limited.	We will develop possible projects that will enhance our core offer. All projects will be planned and costed on a full cost recovery basis. We will open a dialogue with the NHS to identify ways in which it could support our delivery of health outcomes.
Sponsorship	None	We will develop a sponsorship package where local companies could back our work and receive appropriate recognition.
Community support	Very limited	We are confident that there is a body of support and goodwill towards our organisation. We will continue to develop our local support base, explore ways of encouraging legacies and major gifts and also building a network of supporters

## Effective Management

In order to deliver this plan we will ensure that the following factors are maintained:

- *Strong governance.* Our trustees have the legal responsibility for the management and performance of the organisation. Our trustees bring a wide and valuable range of business, organisational and professional skills to the organisation. We will ensure that they will receive comprehensive reports on our performance and are offered support to assist them in their role.
- *Ensure proper and sound financial management.* We will ensure that all projects and activities are properly and fully costed, that the trustees continue to receive regular and timely cash flow and budget monitoring reports and that our systems for financial control and management are robust and are regularly reviewed. Our administration and overhead costs are reasonable and are geared at providing efficient and effective support to the direct delivery of our services.
- *Ensure that we reflect best practice.* We will continue to ensure that we have in place the necessary policies and procedures that are required in public sector bidding exercises. We have operating policies in the following areas:

<i>Equality and diversity</i>	<i>Disputes and complaints</i>
<i>Health and Safety</i>	<i>Safeguarding</i>
<i>Confidentiality</i>	<i>Disclosure and Barring</i>
<i>Data protection</i>	<i>Record keeping and retention</i>
<i>Information management</i>	<i>Disabilities</i>
<i>Human resources</i>	<i>Harassment</i>
<i>Financial management</i>	<i>Reserves policy</i>
<i>Recruitment and selection</i>	<i>Staff disciplinary</i>
<i>Whistle blowing</i>	<i>Transport</i>
<i>Lone working</i>	<i>Adults at risk</i>
<i>Domestic violence</i>	<i>Staff development</i>
<i>Volunteering</i>	<i>Staff supervision.</i>

All of these policies are reviewed by the board on a programmed basis. The policies are carried forward into our internal training, supervision and planning processes. Our membership of Home-Start UK enables us to benchmark our processes against others through their quality audit process.

- *Build up our evidence base.* We will continue to identify and share examples of the outcomes and difference our work makes to parents and children. We are committed to being outcome focused and ensuring that our services make a difference.

## Organisational Risk Audit

We have identified five key organisational risks that will need managing over the period of this plan:

Risk	Description	Assessment of likelihood	Action
Being taken for granted.	Being overlooked. Losing profile.	Moderate	Proactive management of key relationships with policy makers, funders and commissioners.  Regular marketing highlighting our unique role as a local and volunteer based agency.
Unable to meet rising demand for our services.	Frustration as waiting list increases.  Unable to provide early support	Moderate	Careful monitoring and regular feedback to commissioners.  Action to ensure that we do not reduce the quality of the service. Active volunteer recruitment
Dependent on an increasingly narrow funding base	Consequence of difficult funding environment.	Moderate to high	Financial planning and monitoring.  Developing a broader income base including more unrestricted income.
Failure to recruit and retain sufficient volunteers	Failure to deal with an increase demand and expectation.	Moderate	Active volunteer recruitment  Marketing Homestart as offering a quality volunteer experience – training and regular support.
Services failing to meet changing demand and needs	Being stuck in doing what we have always done.  Failure to respond to more complex needs	Low	Regular feedback and evaluation from service users to monitor changes in needs and expectations.  Development of specialist support services.



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