



Creating Possibilities Together

**Home-Start Greenwich
Strategy 2021-25**

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**“Childhood
doesn’t wait”**

**HOME
START**
Greenwich

Foreword

SEVERNDROOG CASTLE: OUR STRATEGIC INSPIRATION

In the Royal Borough of Greenwich, visible amongst the tall trees on the top of Shooters Hill, Severndroog Castle marks the skyline.

The castle was commissioned by Lady James to display and protect the many treasures of her late husband, Sir James Earl of Deptford. His collections from travels around the world served as a lasting memory of Sir James.

After the death of Lady James in 1798 the Fort was sold many times. Eventually in 1922, the tower was purchased by London County Council and reopened to the public as a tea-room. Decades later the building fell into disrepair and was almost forgotten until 2002 when a small voluntary community group, the Severndroog Castle Building Preservation Trust was established with the aim of rejuvenating the building. The group set out to build public awareness and funding, ultimately securing grants of over half a million pounds to begin renovations. The doors to the public reopened on 20 July 2014.



The castle, led by the Trust, is open for refreshments, ceremony hire and public viewing of the breath-taking 360-degree views over London and Kent surrounds.

Severndroog Castle has become our local inspiration. Much like Home-Start Greenwich, Severndroog has been brought to the community by a team of dedicated volunteers.

The castle, like Home-Start Greenwich, had a period of being overlooked. But with a team of passionate people, it has been re-energised, through shaping services, engaging the public and securing funding. These factors have helped develop a quality accessible service. Many families visit the castle daily to meet friends, children play in its grounds and volunteers continue to help others to benefit from the castle's services and presence.



Home-Start Greenwich has been providing care for families since 1993. Our organisation is part of a national network providing a place of care and refuge for families facing loneliness, hardship or parenting challenges.

We are supporting families to protect their most valuable assets, their children. Locally we have expanded from a befriending service to a skilled family support and care organisation.

In the last decade the organisation has secured Local Authority contracts and commissions leading to a period of substantial organisational growth in the Early Years and Family Support sector.

In 2017, the third tier of our tower was added securing Plumstead Day Nursery and Bright-Start Barnfield childcare setting shortly after. The acquisition of these services has contributed to an all-round offer of support for families in the area.

Home-Start Greenwich works tirelessly to fortify our families, positioning our organisation strategically to secure opportunities for families, through sustainable funding to be able to continue delivering quality support services in the community. Ultimately, we give the best support to families when they need it most.

The planning of this strategy began before the World's 2020 pandemic spotlighted the financial, health and social impacts that disproportionately affect the disadvantaged. During the pandemic the need for responsive family support, universal services and financial resilience was further highlighted.

The uncertainty facing families and the charity sector, alongside the impact of gradual recovery is long-lasting. We were bolstered by the responsive volunteer spirit that sprung from the community of volunteers, funders and new partners who responded to the call for action.

With that spirit in mind, and a new leadership and management team secured, we intend to fulfill our ambition and have set out a 4-year plan to drive positive change through a period of uncertainty. We are focused on securing our foundations, making a positive difference to individuals within the community and making strides together to recover from the pandemic, ensuring a lasting presence in the Greenwich skyline.

Childhood doesn't wait and we aspire that for the thousands of children under five in Greenwich access to our support and services will be simple. Our strategy outlines how we will work with families, focusing on a targeted pathway and universal support connecting with families from as early as possible in the first 1001 days of every child's life.

With clear plans, gaining public support, securing our motivated workforce and continued volunteer commitment we have planned for success to **Create Possibilities Together** for our families and our sector.

A photograph of a smiling Black man holding a baby. The image is partially obscured by a large, stylized purple geometric shape that resembles a jagged arrow pointing towards the left. The man is wearing a teal button-down shirt. The baby is wearing a light-colored patterned onesie.

**“Supporting
families when
they need it most”**

**HOME
START**
Greenwich

Our Mission

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

As a community network of trained volunteers and expert support, we are dedicated to the provision of inclusive services that enable confident and positive parenting and fulfil each family's potential. We are here for families when they need us most because childhood can't wait.

We are **working together to create new possibilities** to enable each and every family to fulfil their potential.



**“Working together
to create new
possibilities”**

Our Strategy



WE ARE BUSINESS

Most importantly, we will provide **Impactful Services**. This sees us improving the quality in all of our services and providing it consistently to everyone everywhere. We will be recognised by Home-Start UK (HSUK), Ofsted, our commissioners and those in the communities we serve, as a model of excellent practice.

Key to achieving this are five other Strategic Priorities, which combine to deliver Impactful Services. First amongst these is our desire to build a **Destination Workforce**. This includes both those we employ and those who volunteer. We aspire to be a great place to work and volunteer, and will invest in building a fantastic culture and in the development of everyone in our team.

Second, we will become a highly **Effective Organisation**; our governance, systems and processes will enable our people to work together well to achieve our Mission.

Third, we will make the most of **Partnership Possibilities**. We will work collaboratively with commissioners, providers, and our community to improve the lives of children and families in Greenwich.

Underpinning these, we will **Shout About It** through effective communication and engagement, and we will evidence our impact. Lastly, we will build firm Financial Foundations that secure our financial resilience and establish a platform for growth and greater impact.



**“We will provide
Impactful
Services”**



Our Strategic Priorities



IMPACTFUL SERVICES

What we are trying to achieve by 2025

This Strategic Priority is to create meaningful and sustained impact at every contact, and to be recognised, internally and externally, for it.

We will provide **consistent support** across all our settings. Wherever a child and their family are from, and whichever service they use, they will receive the same fantastic quality of support and education. We will be responsive, so that families will not have to wait for targeted support. We will safeguard every child ensuring we work closely with our social care and multiagency teams so no child or family slips through the net. We will be recognised as a model of excellence by HSUK, Ofsted, our commissioners and those in the communities we serve.

Through effective measurement we will demonstrate the change we witness. We will use this information to **continually improve** the design to of our services to ensure they better meet the needs of our children and families. We will identify opportunities for integration and access of Health and Social Care, and strengthen opportunities with key family support and health providers to enhance the package of holistic support and improve outcomes.

Recognising the need for a **long term solutions**, we will engage more of our community in lifelong learning opportunities. All of our projects and services will define outcomes and activities to help support parents to live sustainably.





**“THE BEST SUPPORT I RECEIVED WAS FROM HOME-START
WHO LINKED ME WITH OTHER SERVICES. THEY PROVIDED
SUPPORT ON OUR WORST DAYS AND ARE LIKE A FAMILY WHO
WE CAN TRUST.”**

**HOME
START**
Greenwich



HOW WE WILL DO IT

1. IMPROVE CONSISTENCY: We will improve consistency in the quality of provision by careful monitoring, quick feedback cycles, and support systems to share good practice.

2. IMPROVE OUTCOMES: We will redesign services to enhance the package of holistic support and to improve our outcomes by utilising data and identifying opportunities for integration with health and social care.

3. LOOKING LONG-TERM: We will define outcomes and activities for all projects to help support parents to live sustainably.

HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- Achieved and maintained Good or Outstanding in all Ofsted regulated services
- Achieved the Home-Start Quality Assurance Training Accreditation
- Met all progress targets to address: 1001 Days support, Together for Twos engagement and School Readiness for 85% of families
- Provide a high quality borough-wide volunteer service



DESTINATION WORKFORCE

What we are trying to achieve by 2025

This Strategic Priority is for Home-Start Greenwich to become a **great place to work**. We will attract and retain excellent people.

Our **values** will be deeply rooted in everything we do, and all volunteers and staff will feel a deep sense of connection to our mission to develop high quality family support services and childcare.

We will be a **skilled and capable team**, equipped to do the task. We will invest in the skills and competencies of our employees and volunteers to enable everyone perform their roles more effectively and achieve their individual professional goals.

Strong and **inspirational leadership** at all levels will drive the organisation, creating a positive culture and environment, enabling us to make excellent progress and achieve our ambition. Leaders and emerging leaders will be supported through tailored training and development opportunities.

We will be a **listening organisation**. We will work with our colleagues to understand what is important to people and ensure that excellent practice is both recognised and celebrated.

We aspire to be a **diverse team**, and become much more representative of the communities we serve.

We will respond to the needs from the pandemic providing meaningful opportunities for 18 – 25s through apprenticeships and work experience.

TRAINING & DEVELOPMENT:

We will grow a culture of learning by implementing a training and development programme to support all volunteers and staff, with focused leadership training for all leaders and emerging leaders.

EMPOWERED:

We will develop a culture of performance and empowerment by focusing more on outcomes over inputs, and increasing the accountability, support and decision-making responsibility of employees to improve the way we do things.

HOW WE WILL DO IT

CELEBRATION CULTURE:

We will devise a reward and recognition scheme for staff and volunteers to improve staff satisfaction and engagement. By embedding organisational values that reflect our community and ethos.

EQUITY & INCLUSION:

We will ensure our workforce is inclusive reflecting the community we serve, by improving HR processes and removing express and implied barriers, we will ensure everybody can have the opportunity to be recruited and promoted.

HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- Employee Engagement - 85% employees and volunteers recommending HS Greenwich as a 'great place to work' measured in regular surveys.
- Performance Development linked to strong, brand values.
- Career Development - 80% of staff access Training & Development programmes.
- Inclusion Equality Diversity & Inclusion - Provide a programme of quality.
- Apprenticeships, work experience roles and opportunities.



EFFECTIVE ORGANISATION

What we are trying to achieve by 2025

This Strategic Priority is for Home-Start Greenwich to become a highly effective and sustainable organisation. Effective and **transparent governance** will safeguard the organisation, providing a stable foundation to build and create new opportunities and future growth.

Every volunteer and staff member will be clear on their **role and responsibilities**, supported by embedded processes and clarified ways of working.

We will be an organisation that harnesses the power of **technology** to increase our impact and reduce the costs of our programmes. We will have improved data analysis in both service delivery and staff/volunteer engagement. We will embed impact measurement, tracking and feedback cycles into all our services and activities. We will replace paper dominated systems with simple ways of recording information. We will use online services to record our impact and actions.

Data will be used to drive decision making and actions. This will help identify areas of excellence and elements for improvement. We will go on this journey together. Staff and volunteers will be equipped and supported to ensure regular and accurate recording.

We will be a more environmentally sustainable organisation, having made tangible strides towards **carbon neutrality** in all that we do.

GREAT GOVERNANCE:

We will continue to build a high-quality trustee board and leadership team that role models our culture and provides the best possible environment for colleagues to achieve their potential.

CLEAR PROCEDURES:

We will define and implement clear internal operating procedures, systems and processes, so that every employee and volunteer is clear on their role and responsibilities and empowered to activate change and increase productivity.

HOW WE WILL DO IT

IMPACT SYSTEMS:

We will invest in appropriate systems that allow us to measure, track and interpret outcomes across all services, with streamlined process and practices.

ENVIRONMENTALLY SUSTAINABLE:

We will take significant steps towards 'net zero' carbon emissions, through better use of technology, buildings, recycling and consumables.

HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- **Secured HSUK Quality Assurance Charter Mark for effective Governance**
- **85% employees and volunteers feeling equipped to do their job excellently, as measured in our Staff and Volunteer Surveys**
- **Transitioned the whole workforce to a paperless approach A workforce confident in using data and digital systems**
- **Year on Year reduction of our annual carbon footprint**



PARTNERSHIP POSSIBILITIES

What we are trying to achieve by 2025

This Strategic Priority is to grow and further embed Home-Start Greenwich into the fabric of the local community to improve outcomes for all children and families. We know that we cannot achieve the outcomes we desire for our communities working in a silo. We must work together with other organisations in family support, Early Years and completing sectors. As such, we intend to play a more strategic role, working alongside others in the shaping and delivering of Family Support and Early Years services.

We will focus on shaping services for families. Garnering support from our **local commissioners**, bringing experience from our direct work with children and families to help them design future services. We will share our insights and evidence of what works.

We are surrounded by many amazing organisations, and we will work more closely with our partner providers, local schools and charities. We will build relationships with **community partners**, identifying opportunities for joint projects to further increase our collective impact locally.

We will extend our network and work with **national partners** to seek new opportunities to secure our services and broaden our support for families. We will provide responsive and sustainable services that adapt to emerging needs, particularly in the recovery from the Covid-19 virus within the community.

Much of our work falls around the important juncture of **health and education**, and we will play an important role for many who might otherwise fall through the gaps. We will increase our presence here, building strong links into the social prescribing network areas working in partnership to provide expert advice.



COMMISSIONERS:

We will build strategic relationships with commissioning bodies to enable more influence on future work through our knowledge of frontline work

HOW WE WILL DO IT

COLLECTIVE IMPACT:

We will secure partnerships and increase resource sharing with Private Voluntary and Community Organisations to increase collective impact in the community outside of our resources

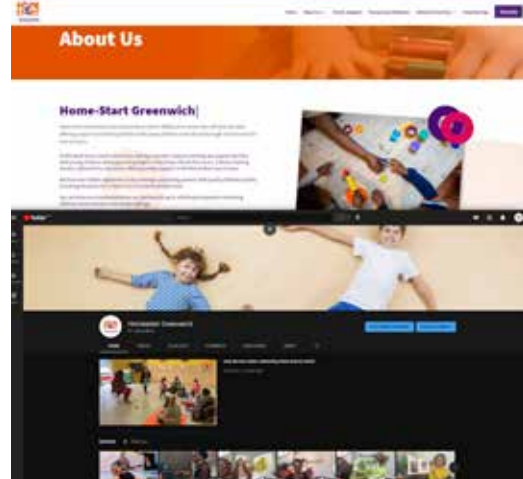
HEALTH & EDUCATION:

We will develop strong links with Health and Education networks communicating Home-Start's clear added value

HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- Recognition from the Royal Borough of Greenwich as a trusted and valued long-term partner
- Increased the number of impactful joint projects and formal partnerships, particularly in health and education that provide better outcomes for families.
- Increased registration of families by 25% (up to 95% by 2025)
- Increased fundraising/donations by 15% year on year



SHOUT ABOUT IT

What we are trying to achieve by 2025

This Strategic Priority is to enhance our parent, volunteer and community engagement through targeted investment and effective communications. Together we will build a reputation to be proud of.

Evidencing our journey and showing our impact on the lives of children and families will encourage our community and give confidence to our commissioners. We will capture data that can best help tell our story and evidence our impact. We want our data to be accessible to everyone, so we will share our journey simply, in an uncomplicated way.

We will have a thriving and active community of volunteers who know the impact they are making to the many children and young people we serve.

We will listen to our local community. We will increase our engagement with families, capturing their journey to understand and share inspiring successes and stories. We will continue to be responsive to community needs, engaging in projects and community events.

We will seek and maintain external validation and recognition for the high quality of our services, including from Ofsted and HSUK, and promote them to parents, carers, volunteers and commissioners. In turn this will attract more people to us.

EVIDENCE IMPACT:

We will make data meaningful and accessible to evidence our journey in a quantifiable way

FAMILY STORIES:

We will capture and shout about parents' and stakeholders' stories and increase opportunities for parent and community engagement to improve the perception of HSG within the community

HOW WE WILL DO IT

SHARE SUCCESSES:

We will seek external awards and accreditations, and promote them to increase the profile of the high quality of our provision



HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- **Published our impact data in a simple and meaningful way to evidence the journey of the organisation and those we support**
- **Increased the active engagement with our local community through regular communication implementing actions and reporting on it publicly**
- **Increased the number of active volunteers by 50%**



FINANCIAL FOUNDATIONS

What we are trying to achieve by 2025

This Strategic Priority is to build the financial resilience that ensures we are able to support families across the whole of Greenwich for the long term, and to direct our resources where they will have the most impact.

To do this we will seek and secure new income. We will secure grants and new contracts for the delivery of our existing services. In particular, we will seek funding to extend the Volunteer Scheme across the borough. We will have secured sufficient resources to increase targeted support in Central Greenwich, whilst maintaining regular engagement of all users.

In growing our income, we will increase our levels of unrestricted income to increase our freedom and flexibility to respond to our families' needs. This will enable us to invest in new projects and opportunities that provide what they need, when and where they need us to. We will seek this income from donations and grants. We will also make use of existing assets by letting buildings to draw in further income.

A key part of our financial stability is having secure reserves. We will steadily increase our reserves by delivering all our services with financial sustainability to breakeven and sustain a revenue. We will reduce unnecessary cost and waste in our operations. We will secure new ways of working and make better use of existing resources to ensure all services contribute to increasing our total reserves.



NEW INCOME:

Secure grants and new contracts for delivery of our existing services and to enable us to extend the Volunteer Scheme across the borough.

HOW WE WILL DO IT

UNRESTRICTED FUNDS:

Increase unrestricted income from donations, grants and lettings of existing buildings to provide us with the flexibility to invest in new projects and respond to need.

SECURE RESERVES:

Reduce unnecessary cost and waste in our operations and make better use of existing assets and resources to ensure all services contribute to increasing our total surplus.

HOW WE WILL MEASURE SUCCESS

To be successful we will have:

- Secured £180,000 over 4 years to fund the family support scheme volunteer programme across the whole borough post 2025
- Raised £60,000 unrestricted income each year
- Built reserves to 3 months' running costs of £800k by 2025

Our Core Services

We are committed to delivering our five core services

VOLUNTEER HOME-VISITING SERVICE

A strong volunteer offer supporting families across the borough all year round.

We will provide quality expert support and track family outcomes.

We want to work with families when they need us and evidence families progress to independence.

We want all families to know how to find us and access the help they need when they need it.

TARGETED FAMILY GROUPS

Delivering access to a range of targeted groups for our Key Priority Groups, addressing Community and emerging needs.

Outreach services engaging with families who need our help ensuring all families know we are here.

QUALITY CHILDCARE AND EARLY EDUCATION

We provide early learning opportunities which are nurturing with wrap around access to family support and children centre services.

Our settings have led to the development of further SEN groups and identification of learning and development needs. We will build on our success ensuring our SEN children continue to have access to services and support so they and their families can have the best start and be ready for their school journey.

We are proud to achieve Good or Outstanding in our registered setting as we aim for continual improvement in providing excellent learning and nurturing environments.

We want to open up our learning environments and share our learning with our Early Years community. We want to ensure that all children access quality support and childcare.



UNIVERSAL FAMILY SUPPORT AND CHILDREN'S CENTRES SERVICES

We will keep family support central to all our projects and activities. We will provide holistic care to ensure that all families with under-fives in our area access expert support, quality activities and have an engaging experience with Home-Start Greenwich.

We want to respond to the emerging needs especially the Covid-19 pandemic, securing a boroughwide support proposal in Royal Greenwich to provide a seamless transition to other support services.

We want to stay in touch with our families as they move on from our support and understand the impact our service has made.

Destination Success 2025!

OTHER INFORMATION

This Strategy for Home-Start Greenwich, will define our path for the next four years. By 2025, when this Strategy has been implemented, Home-Start Greenwich will have become, and be known as:

1. **A proactive response to the community following Covid19 pandemic**
2. **A high quality provider of services for children and families**
3. **Available to families across the entire borough of Royal Greenwich, accessible by all when they need us**
4. **A charity that employees and volunteers are enthusiastic about and want to join and stay with**
5. **A highly efficient and effective organisation which is continually developing and improving**
6. **An essential partner in the shaping and delivering of family support services across regional partnerships**
7. **An effective communicator about the impact it sees in the lives of those it works with**
8. **An expert in the Family Support and Early Years sector**
9. **A financially astute and resilient organisation that is here for the long term**
10. **A contributor to greater environmental sustainability**

RESPONSIBILITY

We will hold ourselves to account for the delivery of this new Strategy by constantly testing and annually sharing our progress towards these indicators of success. Our People will be held to account by values, behaviours and principles aligned to the strategy. Together our people, volunteers and families will **work together to create new possibilities.**




HOME START

Greenwich



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