



Strategic Plan 2023-26

Working together to give children the best possible start in life

At Home-Start Manchester we believe that every child deserves the best possible start in life.

This strategy sets out our direction of travel on a journey of growth to enable us to support any family in Manchester with at least one child under 5 years old that wants our help.

To develop the strategy we have consulted with families, volunteers, staff, trustees and stakeholders, evaluated our support services, researched into the benefits of early intervention in a child's development, studied demographic changes and forecasts and looked at the services offered by similar organisations.

We have identified 6 areas of change to achieve our vision - community engagement, quality, services, governance, people and influence.

I am excited to be part of this journey over the next 3 years and I look forward to seeing us increase our capacity, recruiting and training more volunteers and supporting more families and children.

Emile Pinel, Chair

Our country is facing a number of significant challenges at the moment. The cost-of-living crisis, numerous strikes, cancellations and delays in our public services, climate change, the impact of the war in Ukraine and the ongoing turmoil in Westminster.

All of these issues are having a serious impact on the majority of people in the UK and none of these issues are easily resolved. When we consider the current situation, it can be infuriating, dispiriting and, perhaps most of all, overwhelming. How do we even begin to address these problems? What can we do to make a real and lasting difference?

I think we all understand the principle that, if we want to build a solid structure, the most important aspect to get right is the foundations. At Home-Start Manchester, we believe that if we give children the best possible start in life, and if we can support and empower parents, we can strengthen families, which, in turn, benefits society.

Our model is simple; we recruit, train and supervise volunteers who understand the joys and challenges of parenthood. We match them with local families with young children and offer them direct, consistent, effective, non-judgemental support and help.

Whilst our model is simple, what we achieve is truly transformational. We have been supporting families in this city since 2004 and time and again our families tell us what a difference our scheme has made to their situation, both in terms of emotional support and practical help. Our volunteers benefit too and report a greater self-confidence and renewed sense of purpose. Volunteering with us is often their pathway on to further education or employment.

It has been one of the greatest privileges of my life to be the Chair of this scheme, to be involved in an organisation that delivers real change, that brings help and hope to so many. Our focus going forward is to place the scheme on a secure financial footing so we can continue our remarkable work and do all we can to ensure that the children of this city are given what should be the birth right of everyone, a loving, stable and secure childhood.

Jo Calladine

President of Home-Start Manchester

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What is this plan for?

This plan is a living document that steers us towards our strategic vision. In the summer of 2022 we talked about this new plan with our families, volunteers, staff, trustees, partner organisations and professionals that work with us. We know that we make better decisions about our objectives and activities when we do so jointly with those who know us and to whom we matter. We have reviewed our strategic vision, values and objectives using a Theory of Change approach. This guides us to understand how our activities can be best shaped to help achieve our ambitions, support families to make positive changes, and collaborate with other agencies.

We have also followed national guidance on equality and diversity impact assessment, to review the impact our plans would have on marginalised groups. Sitting alongside this strategy we have a detailed operational plan, budgets, targets, policies and risk assessments to manage our work. We produce public annual reports, accounts, and reports to our funders to maintain accountability.

Our vision and what we do

Home-Start Manchester is a volunteer-led empowering, visionary family support service built on trusted relationships and rooted in the community.

We believe that every child deserves the best possible start in life and our aim is to be able to support any family in Manchester with at least one child under 5 years old.

Our values underpin everything we do as an organisation – the way we work as a staff/trustee/volunteer team, in partnership with children and families, and with our wider strategic, operational and funding partners:

- Our relationships are founded on trust and acceptance, where the strengths and vulnerabilities of being human are nurtured and not judged
- Our support is based on the sharing of lived experience through a model of parent to parent peer support
- We empower and promote independence to achieve safe, healthy, fulfilled families
- We champion early support and prevention, whilst recognising our impactful place in befriending families in crisis
- We are trauma informed and work from a starting place of understanding what has happened to get people to where they are, including the resilience they have built
- We work with whole families and whole communities, creating opportunities for local people as volunteers and/or recipients of support; supporting in a holistic, bespoke way

We are responsive and accessible, working in an equitable way and with an ambition to remove barriers and the stigma associated with reaching out for support and/or accessing employment.

The Manchester context

For too many children in Manchester their early lives are not the ones we would choose for them- high levels of poverty in the city mean that many families struggle to provide the start in life for their children that they would like. Recent experience has increased this challenge – with the effects of the pandemic being felt most acutely by those already facing other disadvantages and challenges.

What do we know from data and what are the challenges?

The Manchester City Council Forecasting Model (MCCFM) estimates that there are around 22,000 0-2-year olds living in Manchester in 2021. It forecasts this will increase to around 25,050 by 2026. The ward map shows that the wards with the highest numbers of 0-2-year olds are predominantly in the North and East of the city, with Harpurhey, Levenshulme and Longsight all having more than 1,000 children between 0 and 2 years old. Piccadilly and Deansgate have the lowest number of 0-2-year olds.

Manchester has the second highest number of children living in poverty in England, with five wards in Manchester having over half of children living in poverty. At the end of March 2020, 41.8% of children were estimated to be living in poverty, 9,995 more children than at the same point in 2015. In addition, in July 2021, around 7,950 households in Manchester were claiming universal credit where the youngest child in the household was aged two or younger.

For the period from July – September 2020, there were 4,045 women booked with maternity services across the three Manchester Foundation Trust hospitals. In July 2021, only 66% of women eligible for the healthy start vouchers.

In Manchester, 9.6% of mothers smoked at the time of delivery. Smoking during pregnancy can cause serious health problems for the mother and baby, including complications during pregnancy and labour. Smoking during pregnancy carries an increased risk of miscarriage, premature birth, stillbirth, low birth weight and sudden unexpected death in infancy.

Birth data from the Office for National Statistics (ONS) shows that there were 7,150 babies born to mothers living in Manchester in 2020. The numbers of births have been steadily declining after a peak in 2012 of 8,160. Data for babies born in Manchester in 2019 shows that 49.8% were born to non-UK born mothers. This has increased from 42.2% in 2011. 47.2% of these babies were born to mothers from the Middle East and Asia, with a further 29.6% born to women from Africa. Almost a third of mothers for babies born in 2019 were aged 30-34, with just over a quarter aged 25-29.

No analysis has been released yet as a result of the census undertaken in 2021 to get a clearer picture of the demographic of the 0-2 population. However, the January 2021 School Census, shows that 64.7% of children are from Black, Asian and Minority Ethnic backgrounds; 24% are from an Asian background, with 17% from a Black ethnic background.

Manchester has the seventh worst rate of infant mortality in England, 6.1 per 1,000 compared with 3.9 per 1,000 for England in 2017–19. Infant mortality is a good indicator of the overall health of a population and reflects the relationship between causes of infant mortality and wider determinants such as economic, social and environmental conditions.

Manchester has a significantly higher percentage of low birth weight term babies (3.5%) than England (2.9%). Low birth weight (defined as weighing under 2500g) at term increases the risk of childhood mortality and developmental problems for the child and is associated with poorer health in later life. Low birth weight at term can be caused by several factors including maternal smoking, maternal substance misuse and emotional and physical health problems during pregnancy.

In Quarter 2 2021/22, 71 % of babies received their first feed as breastmilk with a reduction to 59 % still being breastfed at 6-8 weeks old. Development assessments, known as Ages and Stages Questionnaires (ASQs) undertaken at 6-8 weeks in the 12 months to end of September 2021 show that 78.% of 6-8 week olds are meeting the expected level of development in all areas of assessment while 67% of 9 month old babies are meeting the expected level of assessments and 68.4% of 2 year olds. It should be noted that this is an assessment of three different cohorts of children, not the same cohort of children at different stages of their development.

Despite 92% of all Early Years providers in Manchester being rated good or outstanding by Ofsted, only 61% of eligible 2-year olds had taken up their entitlement to a funded place.

In Manchester 25% of reception age children (aged 4-5 years) were an unhealthy weight (NCMP 2018/19). 12.9% were overweight while a further 9.7% were obese. Obesity and severe obesity reduce life on average by three to eight years. Children with an unhealthy weight are at increased risk of becoming overweight adults and are more likely to experience bullying, stigmatisation and low self-esteem, be absent from school, and develop a range of health problems.

The proportion of children in Manchester aged five who are free from dental decay (57%) is worse than the national average (77%), National dental epidemiology programme for England 2017.

In 2019, 66% of pupils in Manchester achieved the expected Good Level of Development (GLD) compared with 72% nationally. Results were lowest in reading and writing at 70% and 68% respectively. As in previous years a higher proportion of girls than boys achieved a GLD. The gap between boys and girls in Manchester remains at 14 percentage points. There is also a gap of 7.5 percentage points between children who are eligible for free school meals and those children who are not.

Why are the early years so critical?

Children's brains are developing at their most rapid rate from conception to 2 years of age. From birth to 18 months connections in the brain are created at a rate of one million per second and a child's brain is at 90% of their full development by age 3 years old. Research shows that a baby's brain development is shaped by their earliest experiences; and has a lifelong impact on the baby's mental and emotional development. Evidence has demonstrated that a pregnant mum, living in a stressful environment e.g. exposed to domestic violence, experiencing a mental health problem, can have higher levels of cortisol in their bodies; and high levels of cortisol can be damaging to children's brain development. This leads children to have a higher stress response, meaning they are more fearful and may struggle with emotional and social problems. International studies show that when a baby's brain development falls behind in the first years of life, they are more likely to fall even further behind in subsequent years.

1. The 1,001 days from pregnancy to the age of two set the foundations for an individual's cognitive, emotional and physical development.
2. These 1,001 days are a critical time for development, but they are also a time when babies are at their most vulnerable. Some babies have a disability diagnosed; and some may have a developmental need that may require additional support and provision.
3. A healthy pregnancy sets up the unborn baby for a healthy life. As the baby grows inside the womb, the foetus is susceptible to the environment around the mother; it hears what the mother hears, consumes what the mother consumes and may react when the mother is distressed.
4. During the first 1001 days, babies are uniquely susceptible to their environment.
5. Every year researchers learn more about the potentially damaging effects of what are known as 'adverse childhood experiences' (ACEs). The Review also heard how parental conflict can impact on the mental health of the baby.
6. These 1,001 days are also a critical period for developing communication and physical skills.
7. Early diagnosis of a disability can improve long term outcomes by ensuring parents and carers have access to the information and provision they need.
8. The healthier a mum is during pregnancy, the easier it will be for her to adapt to her changing body and cope with labour as well as recover fully after the birth.
9. The mental health and wellbeing of mums, dads, partners, and carers is also important for the development of the baby

(REFERENCES: THE BEST START FOR LIFE, 2021 , GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP – MARMOT CITY REGION)

Our alignment with Starting Well and the Best Start for Life

Home-Start Manchester ensures that families have access to high quality support that is tailored to meet their individual needs. Our delivery is local and we work closely with partners to maximise resources and ensure families receive the right support, from the right service, at the right time.

We will work with our public sector colleagues to develop family hubs incorporating Children's Centres as a place where parents and carers can access Start Well services. Services delivered will provide seamless support from conception to when a child starts school with a focus on identifying families that require support at the earliest opportunity and developing good habits early on.

Our approach has a strong partnership focus and our team are committed to working in an integrated, multi-agency, place-based way.

Our offer is inclusive and ensures that people from all communities and backgrounds are able to access services and the support they need. With colleagues, we will aim to improve outcomes across the whole 0-5 years population, reducing disparities in health and education between various parts of Manchester.

Our staff and volunteer workforce are highly skilled and supported, and understand the wider needs of families and how the local Start Well offer helps to ensure parents and carers can give their baby the best start for life.

Manchester Start Well Principles

- Early support and prevention
- Strength based
- Whole family
- Trusted relationships
- Confident workforce
- Accessible and available
- Responsive
- Trauma informed
- Local and place-based
- Promoting independence to achieve safe, happy, healthy and successful families

Social value and the economic case

We pride ourselves on recruiting volunteers and staff who have been recipients of support and have lived experience and this will continue to be a priority for us. We are proud that more than 30% of our volunteers secure paid employment as a result of volunteering with us, and a further 30% go onto further education and training. We are committed to increasing employment outcomes for our volunteers, including via internal opportunities. We are also committed to recruiting staff, volunteers and trustees who live in the communities we serve.

We are a cost effective intervention, reducing demand on public services by reducing referrals as part of a sustainable step down offer, and by preventing escalation of needs that require statutory intervention. Currently our average unit cost is £1900 per family per year (for an average of 100 hours support).

What can we do?

There is longstanding evidence that attachment, the bond a caregiver has with their baby, affects a baby's social and emotional development. At least one loving, sensitive and responsive relationship with an adult caregiver teaches the baby they can cope with the stresses of life. However, this is much harder to achieve than many people think and often does not occur naturally. Supporting parents to develop strong parent-infant relationships is the most significant intervention that can be offered. It is also the most cost-effective and the best investment of public funds.

Home-Start's unique offer of friendship to families is recognised nationally and internationally as an effective means of family support. To Home-Start every family is special and we respond to each family's needs through a combination of home-visiting support, group work and social events. We do this by recruiting and training volunteers, who are usually parents themselves, to visit families with young children to offer informal, friendly and confidential support.

Local Home-Starts are rooted in the communities they serve – managed locally but supported by a UK wide organisation which offers training, information, and guidance to schemes to ensure consistent and quality support for parents and children wherever they are.

We offer a universal and targeted offer of support, which is not time limited yet has a strengths and outcomes-based approach. Our workforce support families through a trauma informed lens and the basis for our relationships with families in trust and shared humanity.

Current overview of Home-Start Manchester

Home-Start Manchester is a Registered Charity (1105353) and Company Limited by Guarantee (05183477)

Our core activity is for volunteers, supported by staff, to visit families with children under 5 at home. They provide emotional and practical support, and work towards goals agreed with the family. We also offer some support to families with children of primary school age, group support for families (face to face and virtual), family outings, direct home visiting support from paid Family Support Workers, referrals and signposting to other services, and peer support and development opportunities for volunteers.

In 2021 141 Manchester families with 305 children received support from us. We had 12 staff and 80 volunteers, including our Trustees. Our annual budget is around £350k, with funding from Manchester City Council, Manchester Health and Care Commissioning, Manchester Foundation Trust, The National Lottery Community Fund, Children in Need, Lloyds Foundation, Garfield Weston, The Charity Service, Barnardos, Eric Wright Foundation, Zochonis, Central Government Starting Well; and income generated through community fundraising, our generous donors and corporate partners.

Volunteer offer

We carefully recruit our volunteers from the local community and require them to have parenting/caring experience and the commitment to support a family for up to a year.

We have a robust selection process comprising an application, interview, references and Enhanced DBS. Volunteers must attend 3 days face to face training and complete 6 e-learning modules.

Once carefully matched with a family volunteers are required to attend regular Supervision and on-going training (face to face and online). Following 6 months service we can provide employment/career progression support if requested.

Home visiting support

Our staff and volunteers provide home visiting and local community support for 2-3 hours each week. Support is focused on trust building and befriending, but may also include practical help with the children and home organisation, form filling and budgeting, role modelling and supporting early learning and play with the children, parenting support around routines and boundaries, nurturing the parent child relationship, help to get out of the home and to access groups and other services, access to financial and essential item support.

Support is individually tailored and has a whole family focus. The only areas we cannot help with are looking after children in the absence of parents, housekeeping, transporting families in staff/volunteers' cars or intimate/health care of the children.

Targeted projects

We deliver a number of target projects in partnership with fellow services/providers, all with a focus on the Frist 1000 Days.

A consistent, whole-family approach that improves the way families of 0-2 year-olds are supported through pregnancy and early childhood, based on the principle that “Working with infants and parents together, within their relationship, provides the greatest opportunity to strengthen the psychological wellbeing of each.” (Gruendel 2014).

Parent Infant Mental Health

The Parent Infant Mental Health (PIMH) project is a Citywide partnership project in Manchester between CAPS (Child and Parent Service), Health Visiting and Home-Start focusing support from conception to a child’s 2nd birthday.

The project looks at attachment and brain development and how important a child’s experiences during this critical period are, and how those experiences can have long lasting effects on their future mental health and relationships.

All volunteers who will support a family where PIMH support has specifically been requested have completed an additional training co-delivered with a Clinical Psychologist.

Our Starting Well project is an extension of our PIMH offer, working in partnership with Home-Start Manchester to develop culturally sensitive support and volunteer training for BAME families in the 0-2 period. This includes translated training materials and an additional e-learning module – Parenting Across Cultures.

Thriving Babies: Confident Parents

This project is about promoting the health, wellbeing and safeguarding of children through working differently with their parents during pregnancy and during the child’s early years. It is a multi-agency approach, working pro-actively with parents to build on strengths. The project includes intensive assessment, support and intervention programme for at risk babies.

An external evaluation of the project can be found here:

<https://whatworks-csc.org.uk/research-report/thriving-babies-confident-parents/>

Additional Support

To complement our home visiting support we deliver a weekly online Stay and Play session, run family days and activities, and provide additional donations at Christmas. We also provide home safety and safe sleeping equipment.

Outcomes and impact

Year on year we consistently meet outcomes for families and our most recent reporting year is indicative of previous years:

Outcome of needs at final visit as at 31st March 2022	% of families expressed as a need at initial assessment	Improvement reported
Managing Children's Behaviour	59%	85%
Being involved in Children's development	76%	88%
Coping with physical health	39%	83%
Coping with mental health	88%	79%
Coping with feeling isolated	86%	87%
Parents self esteem	90%	86%
Coping with child's physical health	34%	90%
Coping with child's mental health	42%	79%
Managing the household budget	55%	85%
The day to day running of the home	41%	78%
Stress caused by conflict in the family	49%	80%
Coping with extra work of multiple children under 5	18%	80%
Use of services	63%	94%

'My Home-Start volunteer gave me my confidence back. Knowing I had someone believe in me and be there for my family every week when they weren't getting paid was so powerful to me.'

'My volunteer was my angel. Without her I don't think I'd still have my kids'.

'My children adore our volunteer. She like the mother I never had. We have so much fun together and her visits brighten my week. I'm starting the volunteer training myself soon so I can give to another family what she gave to us.'

Our recent external evaluation of Home-Start across Greater Manchester found:

“It is clear from referrers and supported families that what makes HSGM support uniquely powerful is that it builds holistically on family strengths rather than focusing on one particular issue, supporting families to identify what matters most to them and then drawing on lived experience, specialist expertise and well-developed local connections to help families address challenges in a way that works for them. Crucially, this empowers families and helps them build the resilience needed to sustain positive change.”

Home-Start’s volunteering package has a significant impact on the well-being, confidence and employability of local parents.

Volunteers tell us that completing the Course of Preparation alone positively affects their confidence, self-worth, knowledge and understanding. After 6 months active volunteering with a family this impact is even more significant.

We recruited 4 previously supported families as volunteers this year, and we are also proud to have members of our staff team who started their journey as volunteers!

A volunteer who completed our training in April 21 and supported 3 families has now finished as she has found employment with Manchester City Council, she said "Without volunteering and training at HS, I would never have got this job, thanks Lara for all your support".

"I really look forward to going and supporting the family, I just love volunteering".

‘I am really happy to be home visiting. It’s so different from talking to someone on the phone to visiting. It was wonderful, I absolutely loved it”.

‘Thanks for the training today, it was great and I found it very useful and it gave me a boost.’

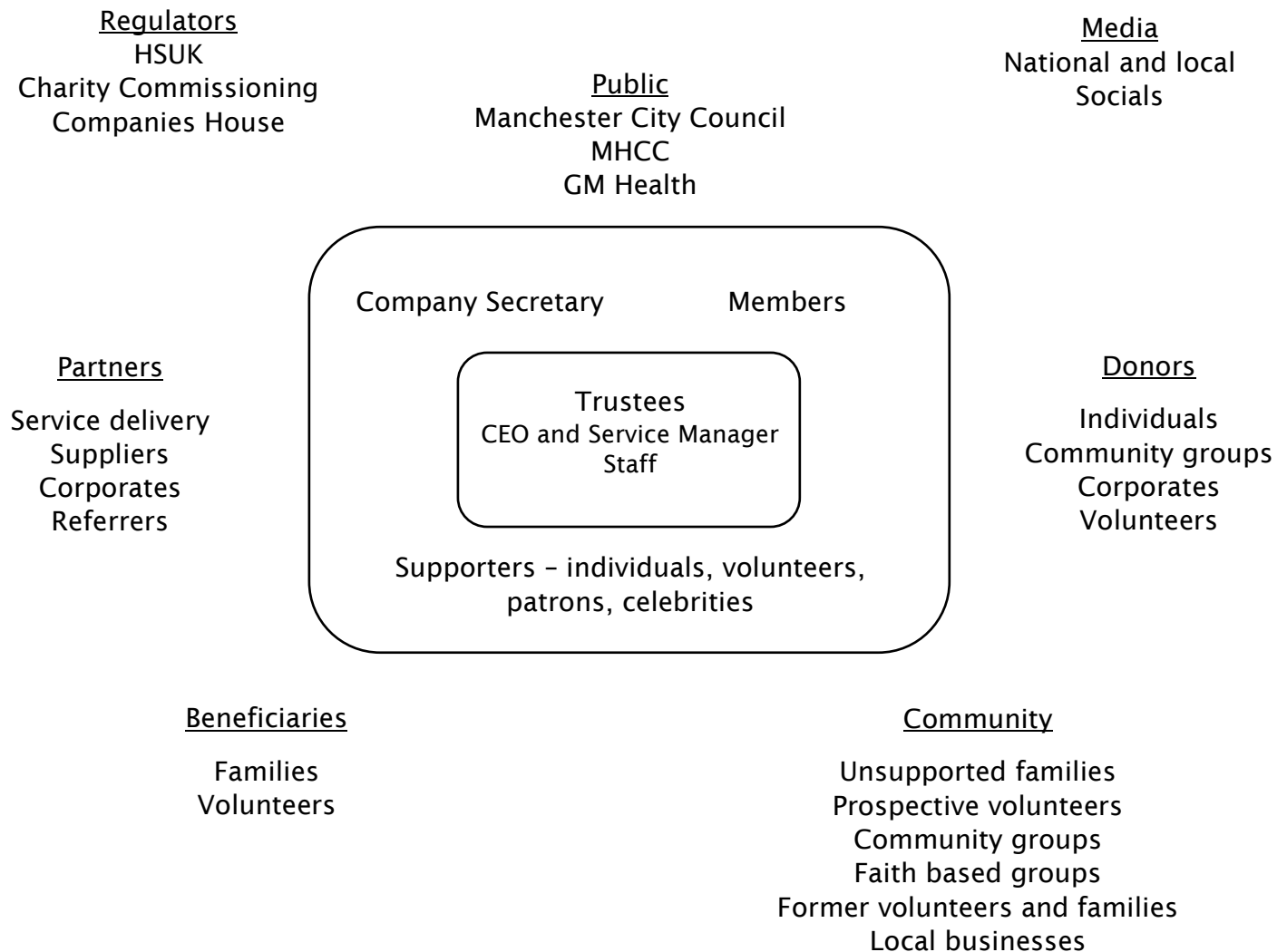
‘I’d like to say a massive thank you to all of the Home-Start Manchester team for making me feel so very welcome and my volunteering journey so very enjoyable. Home Start has allowed me to 'give back' to my community, to use my knowledge and skills and to help make parents & children's lives that bit easier and hopefully happier. Home-Start Mcr's professionalism, training and mentoring has allowed me to transition to a full time career that I have always been passionate about and I'm looking forward to joining a Home-Start team as a fully-fledged employee to continue to make positive impacts on the many families I will support.’

Stakeholders

We have a number of internal and external stakeholders and we communicate with them all in a variety of ways, as you will see below.

Most importantly, we consult with families, staff, volunteers and partner agencies regularly, and co-design, delivery and review of our service is integral to our effective delivery. Feedback from stakeholders has been fed into our SWOT analysis.

Stakeholder mapping and top level communications plan



SWOT Analysis

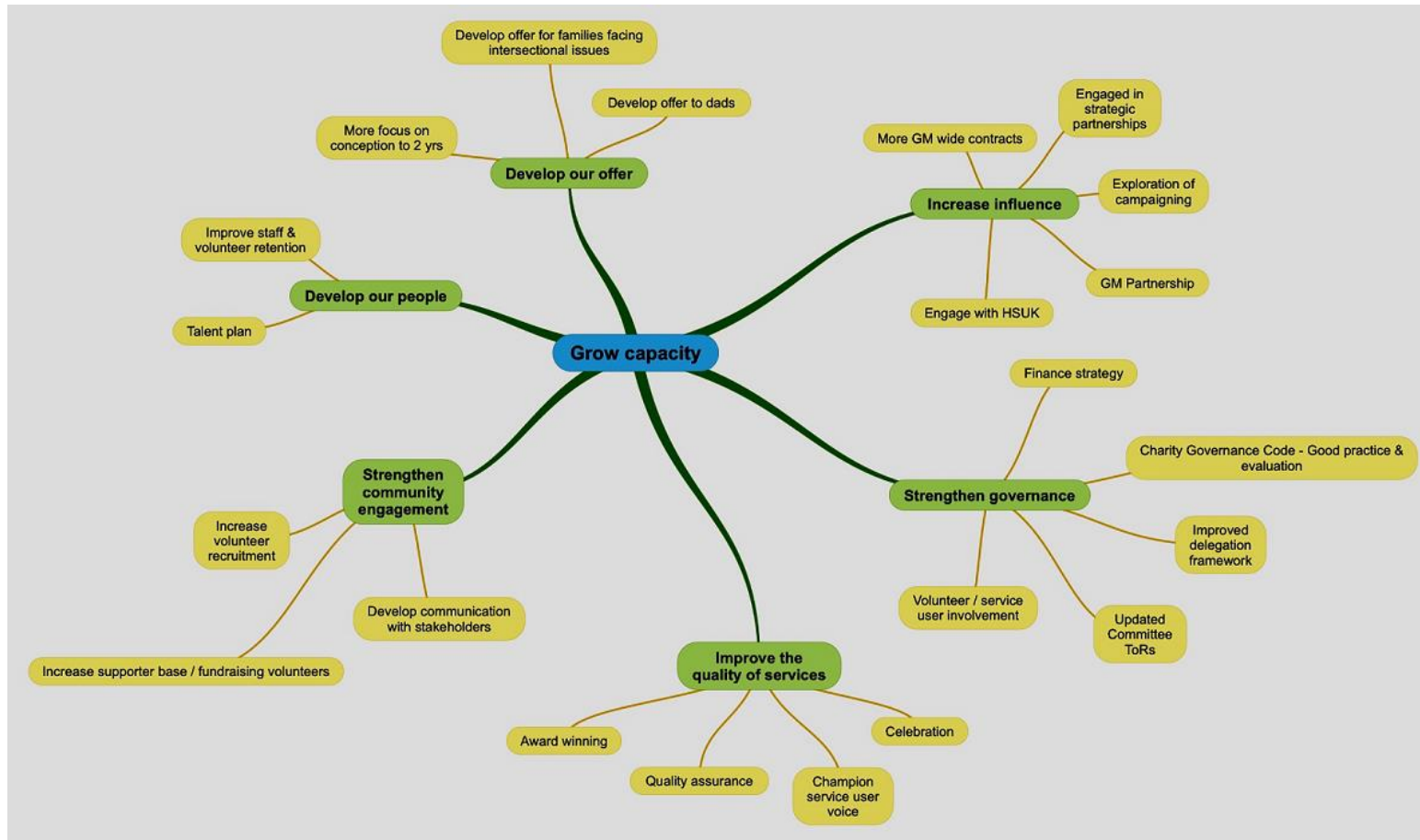
<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Board and sub group membership is active and bring a range of skills/expertise • Robust governance underpinned and accountable to the Governance Code • Service is well known within other services and referrals are generally appropriate • Relationships between staff and professionals is effective and positive – there is trust and strong collaboration • The peer support model is powerful, sustainable and cost effective • Volunteers feel supported and valued, and feel the training prepares them well. Increasing numbers of volunteers moving on into employment • Experience and commitment of current staff team at both management and delivery level • Strong relationships with grants and trusts, local authority and health providers • Demonstrable impact that can be linked to key priorities within health and local authority, and provide the basis for a case for support from individuals and corporates • Well connected CEO and strong partnerships • Diverse range of funding • Learning from 18 months of investment in a Fundraiser role • Stories from families and volunteers to further demonstrate impact and provide content for marketing • Member of the IoF and several funding portals 	<ul style="list-style-type: none"> • Demand for support far outweighs capacity • National funding not directly accessible • No GM Home-Start resource or effective governance to respond to GM opportunities • Small size and reach = limited profile and credibility • Current messaging suggests we're a nice add-on rather than vital service • Funding restrictive and project specific which limits core delivery/donor needs • Trustee skills and experience limited or not being fully utilised • Information to the Board about our impact and achievements can be dry and doesn't fully bring to life our offer • Volunteer recruitment and retention increasingly challenging and current volunteers generally do not engage well in social media or training and events • We are not well known in our communities and we have limited resource to engage with community and faith groups, and prospective volunteers/donors • We gather internal stakeholder feedback but not as much as we would like • Our quality is demonstrated in our evidence of impact and HSUK QA quality mark, but we could go further through accreditation
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Healthy reserves allowing for investment in core delivery and infrastructure linked to communication and community engagement • New Governance structure and Chair – better utilisation of Trustee skills and experience • To increase access to funding and delivery through existing and new partnerships • Under-used resource in our GM communications lead, especially in terms of local and national media/comms • Local small businesses • To develop our business case further by reviewing our impact measures and evaluation structure so that we can better demonstrate impact against key LA/Health priorities • Work in partnership with LA/Health providers to demonstrate added benefit to families and help their capacity, even considering grant funding to allow delivery • Marketing strategy, profile raising, community engagement communicating business case • Utilise staff, trustee and volunteer team for fundraising – ambassadors • Turn business cases into campaigns/marketing plans 	<ul style="list-style-type: none"> • Culture of Manchester LA/Health in-house delivery • Large providers able to respond at pace and offer wider geographical coverage • Other similar local providers, including other Home-Starts who compete for the same funding • Employment market thriving, meaning we are losing volunteers to work faster and less unemployed people looking for volunteering • As above, recruitment of high quality staff becoming increasingly difficult due to employment market • The cost of living increases and short-term nature of employment contracts linked to funding have impacted staff retention

Strategic Objectives

We believe that every child deserves the best possible start in life and our aim is to be able to support any family in Manchester with at least one child under 5 years old.

We will know we have been successful if the number of families we support each year increases, and the cost of supporting a family will remain constant and offer value for money.

To achieve this growth, we need to increase our organisational capacity to support more families and we have identified 6 strategic objectives to make this happen.



Strengthen Community Engagement

If we are to succeed in our aim of being able to support any family in Manchester with at least one child under 5 years old, we must increase our capacity to provide support. Whilst we have been successful in securing specific project funding, unmet demand for our services is demonstrated by a list of families in need of generic support and our goal is to reduce waiting times for those families for which we need to **increase unrestricted income** enabling us to expand our offer with additional Support Workers and a bigger pool of volunteers.

Early attempts to address unrestricted income targets have produced mixed results because we have a small supporter base and lack the capacity to **develop opportunities in the community, with potential fundraisers, local businesses and the wider group of stakeholders that could lead to productive fundraising relationships.**

It has become clear we need to shift our focus on building a more sophisticated communications and engagement plan, with better **identification and analysis of stakeholders**, an improved community presence and improved **social media and digital plans.**

Our current model for community engagement relies heavily on Coordinators taking responsibility volunteer recruitment and this is not effective, asks too much of specialist support workers and coordinators and does not lead to wider community engagement. It has become clear that additional resources in the form of a dedicated **community engagement, communications, social media and volunteer recruitment, brand awareness** officer are needed if we are to achieve our goals.

If we are successful we will have a better understanding where we are now, establishing baselines around our current reach, supporters, stakeholders and community engagement. We will conduct detailed stakeholder analysis and develop plans to increase the penetration and reach of messages. This should lead us to a point where we have demonstrably increased our reach both in the community and through social media with a bigger supporter base. We will be able to show that we have increased brand awareness both increased numbers, evaluation and feedback. We will then be in a better position in the future to be able to run fundraising or other campaign messages that attract an increasing number of fundraisers with their own giving pages and who choose to support HSM and we will support those who wish to engage with events that we have identified/organised such as Manchester 10K, family fairs, sponsored family events/walks.

<u>Strategic Objective</u>	<u>SMART Objectives</u>	<u>Lead</u>	<u>Measures</u>
Strengthen community engagement	Establish a dedicated resource/person with a broad responsibility for marketing and communications including community engagement, communications, stakeholder engagement, strengthening local brand awareness, developing the supporter base, identifying fundraising opportunities and engaging the general public and other potential fundraising stakeholders and local businesses and leading volunteer recruitment in the community and social media	IGC	<ul style="list-style-type: none"> • Reduce waiting times • Increase volunteer recruitment • Increase supporter base • Increase fundraising volunteers • Increase community/business stakeholder relationships • Improve reach of social media • Improved brand awareness

Improve Quality of Services

Champion the voice of our beneficiaries and improve co-design opportunities/consultation with stakeholders.

We currently use anon surveys and gather feedback via visits with families, volunteers and referrers. The data is limited and is focused on service satisfaction rather than involvement in co-production.

Strengthen our workforce reward and recognition, including staff and volunteers – with a focus on improved retention and workplace culture. Staff and volunteer retention is currently high. We have informal ways to reward and acknowledge our workforce – training offer, staff development opportunities, social events, gifts at Christmas, long service awards, staff voucher scheme etc. but there is scope to improve this.

Improve the way we acknowledge and celebrate the quality of our service and the impact on our beneficiaries.

<u>Strategic Objective</u>	<u>SMART Objectives</u>	<u>Lead</u>	<u>Measures</u>
Improve quality of services	<ul style="list-style-type: none"> • Review current consultation process and develop new creative methods in addition • Recruit a volunteer and family rep to the Board or explore more effective ways for beneficiaries to feed into decision making • Investors in Volunteers • Queens aware for Voluntary service • Better use of our QA award • Spirit of Manchester awards • Review the way we collate quantitative data on impact, including impact on volunteers and how this feeds into communications plan 	HRC/IGC	<ul style="list-style-type: none"> • Stakeholders will be more involved in decision-making and in co-production • Improved retention of volunteers and staff

Strengthen Governance and Leadership

HSM is a growing charity which expects to have more staff, more volunteers, more income, increased spend, a broader range of funders and contracts in the next 3 years. The way in which we operate must continue to evolve with this planned growth.

We have made great strides in recent times to strengthen our trustee board.

More than half of the trustees are relatively new and have served less than one term with the charity.

HSM has agreed to follow good practice outlined in the Charity Governance Code and has undertaken a self-assessment and produced a Governance Development Plan which it completed in 2022.

We have adopted an increasingly sophisticated governance structure with 4 committees and 3 lead trustee officers Trustee Board Chair and Deputy Chair enabling a streamlining of decisions, removal of duplication, strengthened trustee focus on specific issues, challenges and strategy and we will continue to do this by developing a robust delegation framework that is fit for purpose in a modern charity.

We have attempted, with mixed results, to strengthen links between the board and volunteers and we will continue work in this area to ensure that our plans enable strong recruitment, retention, recognition and reward for volunteers and that we can demonstrate the value and involvement of volunteers in our decision-making.

We will take an active approach to planning our future by reviewing the use of and our understanding of funds available to us, reviewing the purpose of our reserves policy, increasing our understanding of the costs involved in delivering our service and making sure that we use our funds to enhance and extend delivery whether building on existing income streams, to meet demand or progress our broader strategic goals.

<u>Strategic Objective</u>	<u>SMART Objective</u>	<u>Lead</u>	<u>Measures</u>
Strengthen governance and leadership	<ul style="list-style-type: none"> Recruitment to fill Board vacancies and Succession planning Strengthen delegation framework and streamline decision-making by developing a schedule of delegation, reviewing function and ToRs of committees, reviewing board agendas Shift focus from performance monitoring to strategy and results and how we deliver our vision Strengthen links between volunteers and trustees 	CEO/GC	<ul style="list-style-type: none"> Gaps in skills, experience, representation filled Schedule of delegation Establish baseline and evaluate progress towards good governance using charity sector good practice (Governance Wheel) Updated committee ToRs Finance plan Volunteer plan

Increase Influence

Increase influence over strategy, policy and partners to further our vision by broadening and deepen our partnership work, particularly with the LA and GM HS.

The GM Steering Group stopped in 2021 but will be re-established because of recent Lottery funding. There are opportunities for closer operational relationships with partners in health and MCC. Increased staff capacity would enable this.

<u>Strategic Objective</u>	<u>SMART Objective</u>	<u>Lead</u>	<u>Measures</u>
Increase influence over strategy, policy and partners to further our vision	<ul style="list-style-type: none"> Secure funding through Family Hubs and trial co-location Secure extension to funding to continue and expand the Thriving Babies project and explore an opportunity for a joint showcasing event focused on effective cross-sector partnership Re-establish GM Steering Group/Partnership Research, understand, explore potential for campaigning to amplify our voice and deliver our message Examine / develop relationship with HSUK to secure further benefit and support 	CEO/SM/CH	<ul style="list-style-type: none"> No. of GM wide / pan Manchester contracts Additional funding secured from strategic partners No. of strategic partnerships No. contributions to strategy and policy No of strategic events attended Campaigning research

Develop Our Offer

Increase capacity and focus on the conception to age 2 period in line with the Best Start for Life offer, particularly in relation to parent infant relationship and develop our offer for families facing intersectional issues, particularly marginalised groups including those from BAME communities and dads, thus contributing to reducing inequalities identified in the Starting Well strategy.

We have previous experience of delivering targeted support to minority groups but current funding means this support now falls within our generic family pool so there has been a loss of partnerships with expert providers, less targeted volunteer training etc. Dad's work will be new to us.

Through existing relationships with partners and commissioners we hope to grow our capacity to support families and secure funding through Family Hubs for a full-time Dad Matters Coordinator and through MCC for a Teenage Parent post. We will continue to ensure accessibility costs (translation and cultural awareness training) are included in funding bids, ensure recruitment of multi-lingual BAME volunteers is a focus in our strategy, continue and re-establish partnership working with key thematic providers.

<u>Strategic Objective</u>	<u>SMART Objective</u>	<u>Lead</u>	<u>Measures</u>
Develop our offer	<ul style="list-style-type: none"> Through existing relationships with partners and commissioners grow our capacity to support families in this period Secure funding through Family Hubs for a full-time Dad Matters Coordinator, and through MCC for a Teenage Parent post. Continue to ensure accessibility costs (translation and cultural awareness training) are included in funding bids, ensure recruitment of multi-lingual BAME volunteers is a focus in our strategy, continue and re-establish partnership working with key thematic providers 	CEO/SM	<ul style="list-style-type: none"> Increased number of families supported in this time period Delivery of support to dads and increased delivery to other identified groups

Develop Our People

Strengthen our workforce reward and recognition, including staff and volunteers – with a focus on improved retention and workplace culture. Diversify our workforce to achieve better outcomes for addressing health inequality gaps, and to provide the best possible working environment and culture for staff and volunteers. Equally, in order to provide the best possible service Home-Start Manchester is committed to creating a workforce that is representative of the beneficiaries it serves.

Staff and volunteer retention currently high but we have periods of turnover often impacted by the external environment. We have informal ways to reward and acknowledge our workforce – training offer, staff development opportunities, social events, gifts at Christmas, long service awards, staff voucher scheme etc but there is scope to improve this.

<u>Strategic Objective</u>	<u>SMART Objective</u>	<u>Lead</u>	<u>Measures</u>
Develop our people	<ul style="list-style-type: none"> • Investors in People/Volunteers mark • Trial the dedicated resource and move away from responsibility solely on Coordinators to recruit volunteers and grow internal opportunities through talent planning to retain volunteers • Refresh our approach to volunteer recognition and reward • Volunteer rep on Board • Trustee lead for volunteering, refresh of HR sub group to include wider workforce • Review staff payscales • Annual staff consultation • Implementation and review of our 10 point talent plan to diversify the workforce, and dissemination of the plan and our intent to delivery staff and Governance Committee 	HRC	<ul style="list-style-type: none"> • Improved retention of volunteers and staff • Increased diversification and talent of workforce

Summary of Strategic Objectives

<u>Strategic Objective</u>	<u>SMART Objectives</u>	<u>Lead</u>	<u>Measures</u>
Strengthen community engagement	Establish a dedicated resource / person with a broad responsibility for marketing and communications including community engagement, communications, stakeholder engagement, strengthening local brand awareness, developing the supporter base, identifying fundraising opportunities and engaging the general public and other potential fundraising stakeholders and local businesses and leading volunteer recruitment in the community and social media	IGC	<ul style="list-style-type: none"> • Reduce waiting times • Increase volunteer recruitment • Increase supporter base • Increase fundraising volunteers • Increase community / business stakeholder relationships • Improve reach of social media • Improved brand awareness
Improve quality of services	<ul style="list-style-type: none"> • Review current consultation process and develop new creative methods in addition • Recruit a volunteer and family rep to the Board or explore more effective way for beneficiaries to feed into decision making • Investors in Volunteers • Queens award for Voluntary service • Better use of our QA award • Spirit of Manchester awards • Review the way we collate qualitative data on impact, including impact on volunteers and how this feeds into communications plan 	HRC/IGC	<ul style="list-style-type: none"> • Stakeholders will be more involved in decision-making and in co-production • Improved retention of volunteers and staff

<u>Strategic Objective</u>	<u>SMART Objectives</u>	<u>Lead</u>	<u>Measures</u>
Strengthen governance and leadership	<ul style="list-style-type: none"> • Recruitment to fill board vacancies and Succession planning • Strengthen delegation framework and streamline decision-making by developing a schedule of delegation, reviewing function and ToRs of committees, reviewing board agendas • Shift focus from performance monitoring to strategy and results and how we deliver our vision • Strengthen links between volunteers and trustees 	CEO/GC	<ul style="list-style-type: none"> • Gaps in skills, experience, representation filled • Schedule of delegation • Establish baseline and evaluate progress towards good governance using charity sector good practice (Governance Wheel) • Updated committee ToRs • Finance plan • Volunteer plan
Increase influence over strategy, policy and partners to further our vision	<ul style="list-style-type: none"> • Secure funding through Family Hubs and trial co-location • Secure extension to funding to continue and expand the Thriving Babies project and explore an opportunity for a joint showcasing event focused on effective cross-sector partnership • Re-establish GM Steering Group/Partnership • Research, understand, explore potential for campaigning to amplify our voice and deliver our message • Examine/develop relationship with HSUK to secure further benefit and support 	CEO/SM/CH	<ul style="list-style-type: none"> • No. of GM wide / pan Manchester contracts • Additional funding secured from strategic partners • No. of strategic partnerships • No. contributions to strategy and policy • No of strategic events attended • Campaigning research

<u>Strategic Objective</u>	<u>SMART Objectives</u>	<u>Lead</u>	<u>Measures</u>
Develop our offer	<ul style="list-style-type: none"> • Through existing relationships with partners and commissioners grow our capacity to support families in this period • Secure funding through Family Hubs for a full-time Dad Matters Coordinator, and through MCC for a Teenage Parent post • Continue to ensure accessibility costs (translation and cultural awareness training) are included in funding bids, ensure recruitment of multi-lingual BAME volunteers is a focus in our strategy, continue and re-establish partnership working with key thematic providers 	CEO/SM	<ul style="list-style-type: none"> • Increased number of families supported in this time period – LL reporting • Delivery of support to dads and increased delivery to other identified groups – LL reporting
Develop our people	<ul style="list-style-type: none"> • Investors in People/Volunteers mark • Trial the dedicated resource and move away from responsibility solely on Coordinators to recruit volunteers and grow internal opportunities through talent planning to retain volunteers • Refresh our approach to volunteer recognition and reward • Volunteer rep on Board • Trustee lead for volunteering, refresh of HR sub group to include wider workforce • Review staff payscales • Annual staff consultation • Implementation and review of our 10 point talent plan to diversify the workforce, and dissemination of the plan and our intent to delivery staff and Governance Committee 	HRC	<ul style="list-style-type: none"> • Improved retention of volunteers and staff • Increased diversification and talent of workforce

Pest Analysis

This analysis summarises as much information as possible which relates to the organisation, its environment and, importantly, how these may be expected to change in the medium and longer term.

<p><u>Political</u></p> <ul style="list-style-type: none"> • Less political focus on Brexit • Persistent uncertainties • A focus on voters who swung the election • The potential of a new centre ground • More action, less scrutiny • Possible constitutional and legal reforms • House of Lords reforms 	<p><u>Economic</u></p> <ul style="list-style-type: none"> • Economy shrinkage post COVID • Rising unemployment post COVID • Increase in the minimum wage • Changes in the nature of poverty • Uncertainty about replacement of EU funding • Austerity paused • Large scale transformation programmes public services • Alternative models for delivering public services at local level • GDPR regulations and the rising costs of fundraising • Philanthropy under scrutiny
<p><u>Social</u></p> <ul style="list-style-type: none"> • Local differences in the impact of ageing • A multi-generational workforce • A divided country • Impact of BLM • Diversity within voluntary organisations • Increasing social isolation • Impact of COVID tier 2 / tier 3 restrictions • A more decentralised world of 'doing good' • How younger people get involved • A focus on climate change and activism 	<p><u>Technological</u></p> <ul style="list-style-type: none"> • Developing a digital strategy • GDPR and cybercrime as key priorities • Updating systems and tools • Tech for good applications • Generating insights from data • Improving digital skills • Using technology to distribute power

Competitor/Collaborator Analysis

- Industry leaders – public sector providers in Health and Local Authority – despite historic challenges there has been a significant positive shift in partnership, co-design and investment in the VCS.
- Other family support charities – Barnardos, Women’s Aid, CGL, Family Action, MIND, small community family centres – their national or regional reputation (both positive and negative) can be a threat. However, we already have strong working partnerships with most of the charities delivering services to similar beneficiaries, with robust governance in place and lots of resource placed on relationship building. In most cases there’s a commitment to collaboration over competition.