

# welcare

*strengthening families since 1894*

## **Strategic Plan 2018-2021**

*Final version approved at Board meeting on 24 April 2018*

*Working to strengthen children & their  
families in South London and East  
Surrey*

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## 1. Introduction

Welcare is a distinguished charity founded on Christian values, with close links to the Anglican diocese of Southwark. Established in 1894 to serve unmarried mothers and their babies, the charity has evolved to become a child and family-focused charity dedicated to strengthening and supporting families with children up to the age of 13 to enable them to overcome challenges and build towards the best possible future.

We operate from four centres in South London and one in Redhill, East Surrey, delivering a range of practical and emotional prevention and support services. We strive to respond to the needs of the local community and are ambitious to serve more children and families. This plan sets out how over the next three years we intend to develop the mission of the charity. We aim to develop and grow our services linking service delivery with income generation whilst being realistic about the challenging funding environment in which we are operating.

We have already adapted to an increasingly constrained funding environment through enhancing our systems and processes and implementing new technology to make us more efficient. We will build on these foundations over the next three years of this plan.

## 2. Background to Welcare's services

Welcare has always sought to respond to the immediate and underlying problems faced by children and families in need in a timely and relevant manner. Some problems facing children and families have got significantly worse in recent years while new challenges are emerging which place added strain on a family's resilience.

Evidence from Welcare's services, government sources, university and charity research shows that poverty, domestic abuse and mental ill health are three major factors having a devastating impact on the way families manage their lives and on the health and well-being of children.

- **Poverty and deprivation.** Tough economic conditions, including unemployment, low paid and insecure employment, reduction in household income due to benefit cuts and high rent levels, have added to the number of children, young people and families in severe financial need.

*"700,000 children living in London are below the poverty line, 37 per cent of all children in the capital"*

([www.cpag.org.uk/campaigns/child-poverty-london/keyfacts](http://www.cpag.org.uk/campaigns/child-poverty-london/keyfacts))

- **Domestic abuse and violence.** The report "Domestic Abuse in London: Addressing the Problem, 2017" ([www.london.gov.uk](http://www.london.gov.uk)) shows that reported cases of domestic abuse and violence taking place daily in homes across London is increasing.

The Department of Education statistics in "Characteristics of children in need 2015-16" reveals a grim picture:

*"Domestic violence, which includes that aimed at children or other adults in the household, was the most common factor identified at end of assessment for children"*

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*in need at 31st March 2016 – in 2016, 49.6% of children in need had domestic violence as a factor identified at end of assessment.”*

- **Mental health issues.** Increased levels of poverty and domestic abuse are seriously impacting on children and parents’ mental health and well-being. More than 110,000 children in London are suffering with significant mental ill health according to the 2016 Public Health England report. Welcare staff are increasingly seeing how fear of gangs and cyber bullying are adversely affecting children’s and young people’s mental health, self-esteem and resilience.

At the same time, services to help children and families in need are decreasing. Government policy in 2011 ([Early Intervention: the next steps \(pdf\)](#)) was promoting Early Help evidence-based support programmes to tackle problems emerging for children, young people and their families (those defined as at Tier 2 on the London Continuum of Need). However, many local authority discretionary programmes have now been cut and voluntary sector services have struggled to fill the gap.

It is these families and children that are struggling to cope with problems, as a result of poverty, domestic abuse, poor mental health, that Welcare urgently wants to support.

We believe that giving families the emotional and practical help they need at the earliest possible point is likely to prevent statutory social work intervention, including Child Protection Plans and children being accommodated away from their families.

### 3. Vision, Mission and Values

#### Vision

Our vision is of a world where every child and family is respected, included and resilient, and able to overcome challenges in life.

We believe that by working together we can create a society where parents and children have the confidence to recognise and seize every opportunity to flourish.

#### Mission

Our mission is to work alongside parents to give children secure and confident childhoods and to enable them to thrive in the future.

Welcare is a charity, based on Christian values, working in South London and East Surrey. We strive to empower families with children up to the age of 13 by offering practical and emotional support to overcome challenges and change their lives for the better.

#### Our Core Values

We are proud of our Christian heritage and identity and derive our values from our Anglican origins. We believe that the essence of these values is shared by those of other faiths and none.

We are:

**Inclusive** – our services are open and are offered unconditionally to all who have needs we can help.

**Nurturing** - we strengthen and inspire families by being flexible and responsive to the evolving needs of children and families.

**Collaborative** –we work in partnership with children, their families and other agencies.

**Trusted** – we are a respected and established charity that is honest, transparent and accountable. Our services are supervised by professionally qualified staff.

**Beneficiary-focused** – we always put the safety and wellbeing of children and families first.

## 4 Aims and Strategic Objectives for 2018-21

### Aims

To achieve our vision and mission we aim to :

- Support families and children to develop resilience, confidence and self-esteem
- Enable children and families to thrive within their communities
- Provide practical support to meet immediate needs
- Work with families to prevent the need for statutory social work interventions
- Develop our services to meet children’s emotional health and well being
- Work collaboratively with the community, schools and churches

### Strategic Objectives

Welcare will achieve its mission through addressing 5 strategic objectives.

#### 1. Service development: Welcare will develop the core service model of emotional and practical support to meet identified needs:

- 1.1 Maximise the numbers of children and families supported with a staff caseload ratio of 12 children and /or parents for each full-time staff member at any time/annual number 48.
- 1.2 Increase the proportion of group work to one-to-one casework in our offer to children and families so that all service users are offered programmes. Aim for 75% attendance at every programme.
- 1.3 Develop the Strengthening Families Strengthening Communities parenting programme to offer group work programmes for fathers and other groups with specific needs.
- 1.4 Develop a new evaluated service offer for the Emotional Health and Wellbeing of Children and Young People up to age of 13 years as part of our core service model in each Welcare Centre by 2021.

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- 1.5 Evolve our service offer to provide a “Family Place” in East Surrey, in partnership with Surrey County Council and other local partners by 2019.
  - 1.6 Develop new ways of using the voice of the children and families we serve in planning new services and evaluating existing courses through increased user participation.
  - 1.7 Increase mentoring services for children aged 8-13 with the specific target of 30 active volunteer mentors working across Welcare by 2021.
  - 1.8 Strive for continuous improvement through safeguarding reviews and training, quality assurance audits, external quality marks and service evaluations.
  - 1.9 Maximise opportunities to develop good practice in response to emerging trends in work with children and families. This will be achieved through our participation with the South West London and Surrey Social Work Teaching Partnership.

**2. Impact: Welcare will further develop systems for measuring impact by:**

- 2.1 Training staff in the use of Family Outcomes Star+ and MyStar.
- 2.2 Achieving our target of demonstrating a difference to the lives of 80% of children and parents we work with.
- 2.3 Build on existing Outcome Stars to capture measurable outcomes to demonstrate the impact of our services in different areas of support.
- 2.4 Developing a framework to capture how user evaluation has influenced our service development and what users see as the impact on them of the service received.

**3. Partnerships: Welcare will work collaboratively to raise awareness of and maximize the impact of our services:**

- 3.1 Increase our partnerships with local statutory and voluntary sector delivery services to increase our referrals and to raise awareness of our services.
- 3.2 Promote our services with all church primary and secondary schools under the Southwark Diocesan Board of Education and church schools in the London Borough of Bromley.
- 3.3 Work more closely with individual churches including relocation of services in church buildings and increasing numbers of volunteers from churches.
- 3.4 Work more closely with the Anglican Church in the dioceses of Southwark, Rochester (boroughs of Bromley and Bexley) and the Hampton Deanery (Diocese of London)
- 3.5 Engage with other Christian denominations to promote awareness of our local services and volunteering opportunities.

**4. Income: Welcare will maintain a balanced budget and seek to grow our total annual income to £1,200,000 by the end of the 3-year strategic plan:**

- 4.1 Total fundraised income to grow by 20% to £1,000,000pa by 2021

- 4.2 Public funding to achieve annual income of £325,000
- 4.3 Church fundraised income to grow from £260,000 pa to £300,000pa
- 4.4 Trust fundraising to grow from £165,000 pa to £300,000 pa
- 4.5 Voluntary fundraised income to grow from £60,000 pa to £75,000pa
5. **Supporting organisational delivery: Welcare will continuously review and develop the resources and infrastructure needed to enable our services to function effectively and efficiently.**
  - 5.1 Ensure we have a well-trained and motivated workforce supported to deliver a flexible and compliant service
  - 5.2 Increase number of volunteers and provide 30 active child mentors by 2021.
  - 5.3 Migrate our paper-based case management and outcomes reporting to a new cloud-based case management system.
  - 5.4 Increase awareness of Welcare through development of segmentation of communications and marketing tools.
  - 5.5 Board of Trustees to ensure that the charity's mission, aims and strategic objectives are being delivered effectively and sustainably.

## 5. Our Services Summary: core practice model, Children's Centre/Family Place.

### Core practice model

Welcare's core practice model has been developed over the last 3 years so that each centre offers a consistent service. The model adopts a 'whole family' and person-centred approach where we work collaboratively with our service users to help them reach their potential.

Our service model offers a range of targeted social work and one-to-one support services, parenting courses and group work programmes for children and parents. Each Centre currently delivers both the Strengthening Families and MySpace programme at least once a year.

### Service User Journey through Welcare Service

Stage 1: Referrals. The Referral Pathway ensures the scope and availability of our services are communicated quickly and efficiently to potential children and family service users and those who wish to refer to our services.

Stage 2: Assessments. Our Social Workers and Family and Child Support Workers make an initial assessment of need with the service user, decide a support plan offering immediate support or signposting for urgent issues and then agree other interventions to support the parent or child/ren.

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Stage 3: Targeted support interventions.

Interventions are delivered Individually or in a combination depending on individual need.

- **One-to-One Individual support.** Tailored practical and emotional support and advocacy for individual families including access to grant funding from partner agencies including the Catalyst Fund, Buttle UK and local grant making trusts.
- **Strengthening Families Strengthening Communities (SFSC).** An inclusive, evidence-based parenting programme, designed to promote factors associated with good parenting and better outcomes for children.
- **MySpace.** Our name for the evidence-based community treatment and recovery programme for children aged 8-13 exposed to domestic abuse. There is also a concurrent group for the non-abusing parent.
- **Volunteer Child Mentors.** A service for children aged 8-13 who have attended one of our groups or whose family has been supported by Welcare can be matched with a volunteer mentor to help build their self-esteem and confidence. Mentors are closely supervised by our staff to enhance strengths, build self-confidence and find positive alternatives to challenging behaviour. The aim of the service is to encourage behaviour and activities that can be sustained after the mentoring relationship has ended.
- **Volunteer Family Assistants/Helpers.** Volunteers are assigned to families to support them in the community and give ongoing support once the goals identified in the support plan have been achieved.

Stage 4: Case closure. The Social Worker or Child/Family Support Worker will regularly review the support plan to measure progress and complete the Outcome Star. Our staff in discussion with the child/parent decide whether the goals have been reached and what progress is still needed to resolve issues. The worker will close the case in agreement with the child/parent and make any remaining referrals to community networks. The child/parent is always able to contact Welcare again if further issues arise.

**Impact assessment:** At the initial assessment, during and at close of the case, we measure the impact of our work using the Triangle Consulting tools Family Star+ and MyStar to record the difference we have made. All services are expected to demonstrate that a minimum of 80% of parents or children will report a positive improvement using the scales.

The Outcomes Star measurement is widely recognised and used by a number of local authorities and voluntary sector bodies. It is underpinned by a journey of change that helps parents and children develop resilience and enables our staff and volunteers to focus on their practice, particularly in terms of improving outcomes that lead to a sustainable change.

**Professional standards:** Welcare's services employ HCPC registered professional social workers who set and assure the standards for managing safeguarding and the risk associated with working with vulnerable children and families. They also provide placement opportunities for social work students from Kingston University and receive professional supervision from an external social worker consultant.

In accordance with 'Working Together to Safeguard Children' (2015), Welcare will commission an independent consultant to undertake an audit of safeguarding practice and procedures every three years. This process will assess our policies, procedures and case files against agreed national standards as set out in Section 11 of the Children Act.

## Children's Centre

Welcare continues to deliver a thriving and successful Children's Centre in Redhill serving some of the most deprived wards in Surrey. Funding is only secure until March 2019. The Centre:

- Provides information, advice and services for families with children aged 0-4 years
- Works in close partnership with other local providers to develop services to address the needs of the area
- Offers both universal and targeted services to narrow the gap for families who are most disadvantaged
- Delivers an Early Help Service across East Surrey for families with children up to the age of 13.

## 6. Service Development over the next 3 years

Welcare will build on the core practice model developed over the last 3 years and seek to develop imaginative new ways to engage with children, young people and their parents and carers so that our services remain relevant and evolve.

### **1. Service development: Welcare will develop the core service model of emotional and practical support to meet identified needs**

#### **1.1 Maximise the numbers of children and families supported**

Welcare aims to increase the number of children/parents supported by ensuring a steady flow of referrals from service users and voluntary/public sector organisations. Full-time equivalent support staff will carry a caseload of 12 service users at any one time

#### **1: 2 Increase of programme work to one to one casework**

We will increase the number of group work programmes and strive for full attendance of every group. Participation in a Welcare group will form a key part of the core service with individual one-to-one work being closely linked to supporting or sustaining the change delivered through our group work programmes.

#### **1: 3 Develop the Strengthening Families, Strengthening (SFSC) programme for fathers**

The existing SFSC programmes will be adapted in length and focus to meet different service user groups, in particular programmes specifically aimed at fathers.

#### **1:4 Develop new evaluated service offer for the Emotional Health and Wellbeing of Children and Young People**

Delivery of Emotional Health and Wellbeing Services for Children and Young People will be a strategic priority throughout Welcare with the aim of having a Children's Support Worker to complement our Family Support Workers in each of our four regions by 2021.

Demand for specialist services, which focus on children's mental health and help improve pupils' emotional wellbeing is growing (Education & Health Select Committees May 2017). Children's and young people's mental health issues and half all cases of adult mental health illness start before the age of 14 meaning prevention and early support for children is vital (Royal College of Psychiatrists 2010). These drivers coupled with potential funding

opportunities for service delivery with young people present a realistic opportunity to expand our service provision to 2021.

During the period 2018-21 we will build on our experience delivering a specific children's and young people's service which includes delivery of our MySpace programme, drop-in services and summer holiday programmes for children and young people up to the age of 13.

Children's and young people's services have been piloted by our Inner London service since July 2017 and we will launch a new children's service in South-East London in April 2018. The focus of future grant funding applications, especially to increase capacity within Inner London and South-West London, will focus on delivery of emotional health and wellbeing support for young people up to the age of 13 with support to parents to enable the impact to be sustained. In this way we will provide an integrated and targeted service focusing on the needs of the child blended with our existing support for the whole family.

### **1: 5 Evolve our service offer to provide a Family Place in East Surrey in partnership with Surrey County Council.**

We will continue to develop our partnership with Surrey County Council and evolve our service offer in East Surrey.

We intend to use our excellent local reputation, strong supporter base and family friendly operational centre in Redhill town centre to continue to deliver a professional and community-based service for families with children up to the age of 13. Our aim is to extend our Child and Family Support Service, blending the skills of professional staff with our trained volunteers throughout East Surrey.

### **1: 6 Using the voice of the children and family in service planning**

We will seek to develop imaginative new ways to engage with children, young people and their parents and carers so that our services remain relevant and evolve. We will 'roll out' the use of participatory photography as a tool to capture the voice of young people.

### **1:7 Develop child mentoring programmes and increase volunteer numbers**

The key objective is to develop and expand the delivery of mentoring services for children aged 8-13 within the next three years. Our target is to have a team of 30 active volunteer mentors throughout Welcare by 2021. This target will be achieved by recruiting more volunteer child mentors and by increasing numbers of support workers to manage and supervise volunteers within individual centres. Achieving our target child mentor numbers therefore is partly dependent on an increase in the number of Family and Children's Support Workers employed by Welcare.

## **7. Market Awareness and Potential**

Welcare is operating in challenging times in a competitive and crowded market place.

- Public funding reduced. Major cuts in public spending have resulted in reduced local authority spending on preventative children's and family services. Tighter finances are encouraging local authorities and government in many instances to opt for larger and fewer contracts.
- Voluntary sector competition. There has been a steadily increasing proportion of third sector market share in publicly funded children and young people's services in the

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hands of a limited number of national children's charities. Smaller local charities are competing for the same pots of money with limited resources and experiencing loss of funding.

- Voluntary giving. The NCVO forecasts that the ongoing squeeze on disposable household income could have an impact on the levels of donations charities receive.

Against the general decline in funding, the spread of services in South London and East Surrey to support children and families in need is variable while there is an increase in demand, particularly for mental health and well-being services for all ages.

Welcare is best known for its nurturing, family focused prevention work. During the 3 years of the strategic plan, Welcare will seek to position the charity in the public and trust funding market for:

- Growth of our integrated Child & Family Support Services
- Early Help Intervention programmes for families in need
- Child focused emotional well-being solutions

Collaborative working with other charities will be a strategic objective to increase service opportunities and development.

The competitor analysis (Appendix 1: Competitor Analysis) demonstrates the range of competitors offering similar support services at both a national and local level.

## **8. Impact**

Welcare is committed to demonstrating how our services make a real difference to the lives of children and families in need. We want our children/families to see the progress they have made and for our supporters to see that our services are effective in providing practical and emotional support. We understand that our funders need more detailed outcomes and impact information to make funding decisions in a highly competitive market.

Welcare has embedded Family Outcomes Star+ and MyStar within our practice to measure the impact on service users' journey of change. Our strategic objective is to achieve our target of demonstrating a difference to the lives of 80% of the children and parents we work with.

During the 3-year strategy, Welcare will seek to:

- Develop a system to capture feedback more effectively from those who use our services and external stakeholders to inform the development of our services.
- Build on the existing Outcome Stars to capture measurable outcomes to demonstrate the impact of our services in different areas of their lives.

## **9. Development of partnerships**

Welcare is committed to working in partnership with a wide variety of partners to fulfil our mission more effectively, including churches, schools, public bodies and voluntary sector organisations.

### **a) Church Partnerships**

Welcare will actively engage in partnership with church communities both at a diocesan and parish level.

- Further develop church networks with Bishops, Diocesan Staff, clergy and laity and seek their support to identify opportunities to promote the work of Welcare.
- Create specific communication materials which resonate with clergy and parishioners in a Christian context and focus on the Mission Marker to respond to human need by loving service.
- Develop ideas for a 'Welcare Sunday' to coincide with National Children's Day UK (in the middle of May) which builds on our learning from the crowdfunding campaign.
- Hold annual Thanksgiving services in each centre and a charity wide service every five years in Southwark Cathedral to celebrate and thank our church supporters and volunteers. The 125<sup>th</sup> Anniversary Service of Thanksgiving will take place on Saturday 15<sup>th</sup> June 2019 in Southwark Cathedral.

### **b) Schools Partnerships**

Welcare will communicate with all church schools located in the areas we serve. We will produce dedicated information leaflets, offer presentations to individual schools and invite staff and pupils to support our work.

Schools will be encouraged to be partners in delivering group work and making referrals to the programme and our services.

Working with young people will strengthen a longer-term aspiration to build a supporter base for the work of Welcare in future generations.

### **c) Public Partnerships**

We have a long history of working closely with public bodies involved in the delivery of services to children. Welcare works within the legislative framework of the Children Acts of 1989 and 2004 and the Children and Families Act 2014.

We will continue to develop links with local authorities and health bodies and apply to deliver Early Help and Child emotional well-being services.

### **d) Voluntary sector Partnerships**

We are in regular contact with other national and local charities serving children and families. We will work in collaboration with other partners in the community to serve children and families and make effective use of our resources.

Over the course of the 3-year strategy, we intend to build more formal partnerships with a view to submitting joint funding bids and extending our service offer.

## 10. Income

### a) Summary of funding

Welcare has achieved a balanced budget for the last 3 years from its five main funding streams: public, church, trust, voluntary, property and investments.

Welcare's fundraising has been operating in a very competitive environment and has successfully increased funding from trusts, churches, public health funding and voluntary income.

#### Funding streams

##### i) Public funding

- Early Help and Redhill Children's Centre grant funding from Surrey County Council £341,000 pa
- London Borough of Lambeth CAMHS contract for Emotional Health and Well-Being for 1 year from April 2017 £43,000 pa.

##### ii) Church funding

- Diocese of Southwark annual contribution: £180,000
- Individual Anglican churches /other Christian denominations: £40,000 pa
- Bromley Parish Representatives: £38,000 pa

##### iii) Trust and Foundation funding

Trust funding has increased from £100,916 in 2014 to £165k in 2017.

- Big Lottery (January 2016-December 2019, £110k pa) in London Boroughs of Lambeth, Southwark and Bromley
- BBC Children in Need (March 2018-February 2021, £35k pa) in Royal Borough of Greenwich
- Netherby Trust (annual donation, £35,000) in East Surrey
- Other smaller trusts under £10K per annum including William Wates (Greenwich) Richmond Parish Lands Charity (Richmond) Cicely Northcote (Inner London)

##### iv) Voluntary fundraised income

We have increased our voluntary fundraised income and embedded new processes to manage fundraising activities through:

- Cloud-based supporter database (eTapestry)
- Regular Individual Giving scheme (*Here Now, Here Always*)
- New website in 2014
- Regular supporter eNewsletter

Since 2016, Welcare has increased its voluntary income through:

- Greenwich Welcare Friends; £12,000 pa /Bromley Welcare Friends £5,000 pa
- Events programme: Lent Lunches, British London 10K run which has increased over the past 2 years from £2,000 to over £5,000
- Crowdfunding campaign for Bromley/Greenwich services (Christmas 2017): £7,500

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**v) Property and investments**

Welcare has investment and operational properties. We deliver services from our property in Redhill town centre and use the rental income from 2 other properties in Twickenham Green and Mitcham of £125,000 pa to fund services in South West London and central office core costs.

**b) Budget 2018/2019**

The Board of Trustees has signed off a balanced budget for 2018/9: (Appendix 2: Budget 2018/9)

It is the aim of the Charity to maintain a stable operating surplus with the aid of strengthened processes, reallocation of resources, service reviews and new income streams to ensure that Welcare truly is Here now, Here Always to serve the most vulnerable children and their families in South London and East Surrey for generations to come.

**Reserves Policy**

The Board considers that reserves should be maintained at a minimum amount equivalent to three months of the current year's expenditure and build up to a maximum of six months' expenditure.

**Investment Policy**

The Board has adopted socially responsible and ethical investment policies. In practice this is achieved by keeping under review the policies of the charity's common investment funds which are invested in such a way as to satisfy the policies.

The Board of Trustees holds investment properties. It is the policy and practice of the Board to use the rental income from the properties for the furtherance of the aims and objectives of the charity.

**Financial support services**

Welcare outsources its financial and accountancy support for both the provision of management account information and the preparation of the year-end financial statements to JS2, a specialist firm of Chartered Accountants providing outsourcing services to charities and the not for profit sector.

**c) Fundraising Strategy**

The 2018-2021 fundraising strategy builds on our past achievements and considers potential growth from our current fundraising position.

**Fundraising aims for 2018-2021 strategy**

1. Maintain funding for current services. Welcare's first aim is to maintain funding for our current level of services. The initial priorities will be to bid for our current services funded through local and health authorities in 2018/9 and to replace the current funding from the Big Lottery in 2019/20.
2. Increase funding for each service centre. During the 3-year strategy, Welcare is looking to increase our funding for service delivery in each of our centres to support the increasing number of children and families who need our services.

3. Diversify income streams. Welcare will diversify fundraising income streams through growing our digital and social media presence which will in turn promote our services to potential funders and increase our fundraising capacity.
4. Stewardship of supporter relationships. We will develop our management of supporter journeys with individuals (donors/volunteers), churches, organisations, trusts and foundations to achieve the best outcome for our supporters and Welcare. We will promote longer-term engagement by consulting with our supporters and acting on feedback so they feel they are part of the Welcare story.

Our target is to increase our income from fundraising by 20% by 2021.

**Strategic fundraising objectives:**

**4. Income: Welcare will maintain a balanced budget and seek to grow our total annual income to £1,200,000 by the end term of the 3-year strategic plan:**

- 4.1 Total fundraised income to grow by 20% to £1,000,000pa by 2021
- 4.2 Public funding to achieve annual income of £325,000
- 4.3 Church fundraised income to grow from £260,000 pa to £300,000 pa
- 4.4 Trust fundraising to grow from £165,000 pa to £300,000 pa
- 4.5 Voluntary fundraised income to grow from £60,000 pa to £75,000pa

**The strategic objectives for 2018/9 will be:**

- a) Maintain funding from Surrey County Council for Early Help and Redhill Children's Centre
- b) Increase funding for our Inner London centre
- c) Increase church engagement and giving through the 125<sup>th</sup> Anniversary Task & Finish Group
- d) Increase income for re-launched Royal Borough of Greenwich service through trusts and church giving
- e) Begin partnership working with churches/public and voluntary sector bodies in London Boroughs of Wandsworth, Lambeth and Southwark to increase funding opportunities

**Financial Targets for Fundraised Income**

We will improve and strengthen our processes and systems to ensure excellent practice and clarity of procedures for incoming voluntary income, supporter engagement and monitoring reports to grant funders. These processes will include working with the centres as well as other departments, such as volunteering, finance and services. This will also enable better procedures for performance measurement.

We will introduce a new application approval system for larger fundraised income from public and trust income streams, so the CEO and Board of Trustees can monitor financial and strategic objectives.

	<b>Sources of income</b>	<b>2018/2019 targets</b>	<b>2019/2020 targets</b>	<b>2020/2021 targets</b>
1	Statutory/public income	£343,000	£300,000	£325,000
2	Church fundraised income	£260,660	£295,000	£300,000
3	Trusts	£165,000	£235,000	£300,000
4	Voluntary income	£60,820	£70,000	£75,000
	<b>Total fundraised income</b>	<b>£829,480</b>	<b>£900,000</b>	<b>£1,000,000</b>

## **Fundraising Plan activities**

Fundraising will focus on and develop key income streams during the 3-year strategy.

### **1. Public funding: local/central government**

Welcare will work to maintain the funding from Surrey County Council and look to expand our services into other geographical areas in the County and within the Southwark Diocese with high need. We will seek funding from CAMHS and other funders to enable us to deliver young people's emotional well-being, Early Help and other Emotional Well-being contracts. The CEO and Social Work/Centre Managers will look at potential partnership bids with other voluntary sector agencies.

### **2. Churches**

We will continue to foster our valued close relationship with the Diocese of Southwark keeping them informed of our work and the difference their core grant makes. We will seek to strengthen our relationship with the Diocese of Rochester, specifically with the Bromley and Bexley deaneries.

We will increase engagement with local churches, clergy and congregations through presentations, meetings with Parochial Church Councils and our regular eNewsletter. We will plan a programme of talks and meetings throughout the year to communicate with local churches on how our work can form a part of their Mission Action Plans.

In particular, we are planning a year-long programme of fundraising, awareness-raising and celebration to mark 125 years of Welcare in 2019, our anniversary year. The Trustees have set up a Task and Finish Group, including staff and volunteers, to lead on the 125<sup>th</sup> Anniversary programme. Key activities will be a Service of Thanksgiving in June 2019, gathering of personal testimonies about Welcare, a digital fundraising campaign linked to National Children's Day UK, and clear campaign targets around the number 125.

### **3. Trust /Foundation**

Welcare will increase its focus on raising income from trusts and foundations, primarily for Children & Young People's Emotional Health & Wellbeing. This is an area of great opportunity for new income to develop our services. The Fundraising and Communications Manager will maintain a trust pipeline with targets for each year to meet the trust target of £300,000 per annum by 2021. We anticipate a success ratio of 1:4 applications submitted.

### **4. Voluntary fundraised income: digital campaigns, community, events**

We will focus more on relationship fundraising models, putting in place a supporter journey for our various supporter and donor profiles. Personalisation and segmentation will be better

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implemented throughout eTapestry. Individuals and organisations (including churches) will be managed with fundraising targets and lifetime values in mind.

**a) Friends Groups**

We will continue to support the highly valued fundraising efforts of the Friends Groups and supporters in the London Boroughs of Greenwich, Bromley and Richmond.

**b) Digital fundraising and campaigns**

Welcare will pilot a social media campaign linked to National Children's Day UK (Sunday 13<sup>th</sup> May) in 2018 and use this as a platform to tell inspiring stories about our work and preparation for 125<sup>th</sup> Anniversary in 2019. We will develop a digital strategy to promote our fundraising ability through the application of new technologies.

**c) Regular giving and cash appeals**

We will continue increasing individual support through our Individual Regular Giving Scheme, started in 2016 with the *Here Now. Here Always* campaign. The imagery and strap lines will be reinvigorated and updated. The Finance and Development committee will agree strategies to increase regular support.

The Fundraising & Communications Manager will propose a strategy to develop relationships with higher net worth individuals.

**d) Community Giving**

We will continue to support and encourage local community supporters through building up local relationships, producing materials and providing regular communication. We will utilise strong digital communications to raise interest and involvement.

With our local supporters, we plan to take full advantage of local fundraising opportunities such as supermarket schemes (including Waitrose, Co-Op, etc.), carol singing collections, Charity of the Year schemes. Over the period of the 3-year strategy, we will look to increase capacity to support local fundraisers and supporters in the community.

**e) Events**

We plan to expand our events profile in discussion with supporters. Our 125<sup>th</sup> Anniversary year will form a major focus for our fundraising, awareness raising and key messaging throughout that year, culminating in an anniversary service in Southwark Cathedral.

**f) Other streams**

Welcare aspires to continually diversify income streams and will look in particular at legacies and corporate giving during the 3-year plan.

## 11. Organisation, Resources and Governance

### a) Staff recruitment and development

Welcare has a robust and professional approach to the recruitment, management, support, supervision and training of staff. Currently, the average number of staff is 24 (19.3 full-time equivalent) spread across the central office and four centres.

The CEO reports directly to the Board of Trustees and is responsible for the professional delivery of the service and the performance of agreed duties.  
(Appendix 3: Staff Structure Chart).

Welcare ensures professional support for staff through:

- Safer Recruitment policies and procedures to ensure that staff are the best qualified for the post
- External professional advice provided by HR Services Partnership for all HR related concerns
- Cloud based booking system for booking and approval of annual leave, time off in lieu and sickness absence.
- Staff Handbook which is comprehensive, regularly updated and reviewed
- Employee Assistance programme providing access to support and counselling for home-life and work-related issues, financial, legal and debt support
- Professional supervision and reflection for Social Workers from external consultant
- Annual appraisal and supervision process
- Recruiting a diverse workforce that is representative of the community we serve.

#### **Strategic Objective 5:1:**

**To ensure we have a well-trained and motivated workforce supported to deliver a flexible and compliant service.**

Our aim over the next 3 years is to continuously improve all training to equip our staff to offer the best and most appropriate service and to comply with regulatory and legislative changes through:

- Annual Welcare wide event for all staff to learn from trustees and colleagues about developments within the charity
- Mandatory courses: Safeguarding, updates on legislation and regulation impacting our work with children and families
- Training addressing the emerging needs of children/families /training individual staff members to develop their capability
- In-house training, elearning, external free and paid CPD with two Welcare wide training events each year.

Appropriate courses will be offered to trustees as part of their induction and ongoing learning.

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## **b) Development of volunteering**

We have significantly improved our management and support of volunteers with the employment of a dedicated part-time volunteer manager. In 2015 we achieved the Investing in Volunteers UK quality standard for good practice in volunteer management. In 2016 we launched our volunteer awards to demonstrate our commitment to volunteering and publicly thank volunteers for their valuable work directly with children and families and with supporting the operations of the charity.

Our volunteers are recruited from throughout South London and East Surrey including from church communities and we are proud of the diversity in age, ethnicity and experience of our volunteers and supporters.

### **Strategic objective 5.2:**

**To increase number of volunteers and provide 50 active child mentors by 2021.**

Our aim over the next 3 years is to:

- Renew Investing in Volunteers UK accreditation
- Increase the speed at which we can match individual children and families with the support of a trained volunteer
- Increase the capacity of the preventative support offered
- Increase the number of child mentors able to encourage new behaviour and activities that can be sustained after the mentoring relationship has finished.

## **c) Development of IT (including case management)**

Welcare takes the safety and security of all our data very seriously. For this reason, we have outsourced the support of IT to Cloud Direct who maintain a secure and compliant cloud-based system for our data including maintenance of email, files and hosting the Welcare Services Database.

The migration to a cloud-based system in 2014 means that Welcare staff and volunteers can work flexibly across the centres. It has enabled the development of the Welcare Services Database using Microsoft Access to aggregate our output measurements to report to those who fund and support our work.

Welcare retains and stores case files and important legal documents in line with legislative and regulatory requirements.

### **Strategic Objective 5.3:**

**To migrate paper-based case management and outcomes reporting to a new IT cloud-based case management system.**

Our aim over the 3-year strategy is to harness new IT opportunities so we can record service user casework files in a cloud-based IT system. This will contribute to the standardisation of casework recording, monitoring of case records and capturing outcomes data.

## **d) Communications.**

Over the past 5 years Welcare has made significant progress in bringing unity and consistency across our branding and messaging for services and fundraising. We have introduced a cloud-based supporter database, eTapestry, produced universal and cross-

centre marketing materials, developed an updated website, and introduced a charity-wide e-newsletter.

Our challenge during the next 3 years will be to retain supporters on our database with the introduction of the General Data Protection Regulation and to achieve our ambitious communications strategy with limited resources.

**Strategic objective:**

**5.4. Increase awareness of Welcare through developing segmentation of communications and marketing tools.**

The overall aim is to increase awareness of Welcare as a trusted and professional charity, rooted in our Christian heritage, with our current and future service users, staff, supporters, volunteers, funders, and the public.

We will achieve the objective by:

**5.4.1 Using a consistent Welcare message**

There will be continued development of a consistent identity for Welcare building on the existing work on the website and our initial range of printed materials. All marketing and communication channels, both at a centre and local level, will be in line with the Vision, Values and Mission straplines as set out in this strategy document.

**5.4.2 Segmentation and personalisation of our communications**

This will be key in developing greater engagement with our audiences. We will develop materials to meet the interests and needs of our main audiences:

- **Service users: children and families**, Emphasis in 2018-19 will be on the production of user friendly materials for children and their parents through consultation with service users.
- **External funders**. Welcare will provide a summary of our 3-year strategy and develop dedicated pages on the website to provide information for to current and potential funders.
- **Churches**. We will create more materials aimed specifically at churches/Christian organisations and will ensure that the new website has a dedicated area for church based supporters. Materials will include church packs, supporting fundraising in a church/Christian environment and a Church/Parish Rep pack for those who would like to support us as a vital link between Welcare and their local church/parish.
- **Volunteers**. The Fundraising and Communications Manager will work with the Volunteer Manager to develop improved and branded materials (internal and external) to develop engagement with volunteers through eTapestry.
- **Donors & potential donors/Members of the public**. We will produce more general leaflets to explain Welcare's vision, mission and services.

### 5.4.3 Developing communication and marketing tools

- **Website.** The website was last refreshed in 2014 (publicly launched January 2015). While some updates to structure have been made since, it is now time for a full website refresh to stay up to date, be more service user friendly, maximise online tools that could increase income and awareness, and enable more interactivity for our service users (parents and young people). We will be looking to start a new website project plan in late 2018.
- **Digital Communications.** We intend to stay up to date and relevant with the evolution of digital communications within the charity sector. We will build on the successful introduction of our eNewsletter 2 years ago to ensure we are communicating with stakeholders in the ways that they want, giving individuals greater ownership over their communication preferences. We will make greater use of our social media channels to communicate with potential service users, volunteers, supporters and the general public, forming interesting, engaging and relevant content.
- **Case studies.** We will increase our use of case studies in forming our case for support, for current funders, future funders, potential volunteers and the general public. We will also use them to assist potential service users to better understand how we may be able to help them and their family. Case studies reflect the voice of the service user, which we are committed to bringing into greater focus over the coming 3 years.
- **125<sup>th</sup> Anniversary promotion materials.** To mark the 125th anniversary we will create a series of stories based on the real-life experiences of Welcare volunteers, staff and the families they help. The complete collection will be held on line, with a selection also featured in a print edition. Historical stories will be based on Welcare's history as captured in "Snapshots in Time" and interviews with former trustees, staff, volunteers and families, where possible, leading up to the present day. The stories will show how Welcare has evolved to meet the changing needs of society.

#### e) Trustee and Board development

The governance structure for Southwark Diocesan Welcare begins with the Board of Trustees. The Board is made up of a maximum of 15 trustees who are also the non-executive directors of Southwark Diocesan Welcare, a company limited by guarantee.

The Board leads on the strategic planning to achieve the charitable purposes in the Articles of Association.

The Board meets at least 4 times a year, holds an annual planning day, and delegates a monitoring and scrutiny role to two committees – the Finance and Development Committee and Services committee. Each committee has terms of reference outlining purpose, membership and delegated authority.

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The Board and committees may delegate specific time limited tasks to Task and Finish Groups. Each Task and Finish Group completes terms of reference and is accountable to the Board or delegating subcommittee.

**Strategic Objective 5.5:  
Board of Trustees to ensure that the charity's mission, aims and strategic objectives are being delivered effectively and sustainably.**

To meet the objective, the trustees will:

- Lead on and monitor the strategic direction of the charity
- Review the effectiveness and performance of the Board and Committees at each meeting and at an annual review
- Ensure committees have the appropriate skills and experience, focus on strategic priorities and have clarity about reporting back to the Board
- Audit Board skills: annual appraisal of skills, experience and knowledge needed
- Conduct an annual recruitment programme to attract a diverse group of candidates with the skills the charity needs
- Produce new induction pack and programme of visits for new trustees
- Agree an annual schedule of training to include Safeguarding training, online learning and trustee training programmes
- Ensure compliance with relevant legislation and regulations
- Will work to formally adopt the Charity Governance Code.

## **12. Risk Analysis Strategy**

The Board retains overall responsibility for risk management which is recorded in the organisational risk register. It reviews the risks for: finance, governance, operational external and compliance and agrees the level it is prepared to accept for each risk. It makes plans to mitigate and manage these risks appropriately.

The Board describes its approach to risk in the annual report and in line with regulatory requirements.

During 2018-2021, the Board has decided to review the risk register at the full Board meeting once a year, twice a year at the Finance and Development Committee and once a year at the Services Committee.

(Appendix: 4 Risk Register 2018)

## Appendices

1. Competitor Analysis
2. Budget 2018
3. Staff Structure chart
4. Risk Register
5. Fundraising SWOT analysis

### Appendix 1 Competitor Analysis

Organisation	Strengths	Weaknesses	Location	Observations/Update
Barnardos	International Brand Assets Sexual exploitation niche Strong television advert campaign Strong international support base	Running deficit Major London re-structuring Declining donation income	In London & Surrey	Describes itself as UK's leading/largest children's charity
Family Action	Credibility with Government Cost effective delivery Child protection procedures	Limited management capacity Close to deficit Low donation income	Croydon	"Stronger Than Ever at 150" - strategy sets out plans for Family Action building on successes and taking the organisation forward to their 150th Anniversary in 2019 and beyond.
Spurgeons	Prison work Children's Centre base Church relations	Low voluntary income	Not South London	Wide focus children's centres to teenage parents

Small, community based local voluntary sector providers	Flexibility Local focus Strong diversity focus	Lack of capacity Brand		Competition to Welcare through strong social media presence especially if focused on younger parents.
Coram	Legal work seen as high quality Policy and research seen as high quality Big assets At forefront of pilot of personalised budgets	Expensive on price Not strong on partnership work Brand only strong in London		Adoption and fostering Focus on policy reform, legal rights of children, professional development and research Strategic partner of DfE Evaluated Welcare's MySpace programme
Action for Children	Cost effective support services Not paying London rates Large pension deficit Positioning for policy role Positioning for brokerage	Relatively high price Not large presence in London Not producing new delivery		Focus on pre-birth to young people in their 20s. 7,000 staff and volunteers operate over 600 services. Strong focus on adoption and fostering. Policy and research
Children's Society	National brand Well supported by CofE Strong adoption base, social justice and campaigning	Weaker southern presence Adoption base weakening due to new policies Not strong on delivery of services		National charity but offers few services in London (Campaigning/lobbying and Policy focus)
Fegan's Childcare	One high donor legacy financing major capital work Christian Theos report	Not strong presence in London Weak brand Counselling focus	Streatham, Lambeth	Strong on counselling Emergency intervention Parenting programmes Special web page with info for dads

School-Home Support	National charity working in schools Cost effective Training model Working in transactions Competitor in volunteers BL to bring together  one child under 5 practical support-universal and Level 1 . Richmond and east Surrey work closely. COLLABORATOR	Recently became national but main supporter base in south east	East Surrey Richmond	(Formerly East London Schools Fund) Connections with Sir Harvey McGrath Focus on getting children ready for or back into school Addressing low attendance and poor behaviour Use of Pupil Premium
Private sector providers	Growth in CAMHS and other workers forming private companies, being made redundant Low overheads Flexible staffing structures High capital investment by venture capital	Lack of track record in social care Lack of credibility with funders		
St Michael's fellowship	Residential track record Track record with high risk families Property portfolio	Vulnerable to take-over Lack of brand	Streatham	Based in Streatham, covers London and south east. Offers residential assessment centres for families Family contact centre Work with young parents
Shaftesbury Young People	Strong property portfolio Strong track record in service user involvement	Struggling to position in the market		Focus on looked after children and care leavers Provides alternative education Reuniting separated siblings Residential adventure centre

Catch 22	Niche public brand Position in criminal justice marker High volunteer response Well positioned with schools' work Strong in niches across London Property portfolio	Not making headway on policy goals Mixed bag of provision, complex to administer Only youth, not families		National presence Wide range of services for young people including accommodation, support with education, employment, criminal justice and addiction issues Relatively strong local presence for work with young people but not Family Support Work.
Home-Start	Practical offer and a universal service to families with children under the age of 5. National and international presence – 269 branches throughout UK and in 22 countries (approx. 12 branches in Southwark Diocese)	A competitor to welcare in volunteer recruitment. Currently a federated structure although plans to merge to create a national charity.		Contact made with Richmond, Greenwich, Lambeth, Southwark and Surrey centres and potential to work in closer partnership.
The Artemis Team	Social Service organisation			Active in SE London. Focus on care leavers, youth offenders, additional needs Works in partnership with local authorities throughout London and south east counties

Place2Be	Leading Children's mental health charity providing in-school counselling and support to pupils, family and staff. Founded in 1994 and works throughout England, Scotland and Wales. Duchess of Cambridge is their royal patron. National presence but strongest in London boroughs	Counselling and 'clinical' focus does not provide practical or community support.	Place to be (Lambeth)	Works in 282 primary and secondary schools Often funded by Pupil Premium. Possible partner for provision of services for young people. The Art Room UK merged with P2Be in Jan 2018.
East Surrey YMCA	A charity serving vulnerable children, young people and adults in East Surrey. A wide range of projects including a Children's centre in borough of Reigate & Banstead.	Delivers a wide range of services and known locally for work with young people.	East Surrey	

**High level summary income and expenditure**

**INCOME**

Principal Funders

Big Lottery Funding

Donations and Fundraising

Other operational income

Property & Investment

**Total Income**

**EXPENDITURE**

Services

HR & Staff

Office

Finance & Professionals

Audit Fees

Outsourced Finance

Properties

Fundraising, Marketing & Events

Governance

Other

**Total Expenditure**

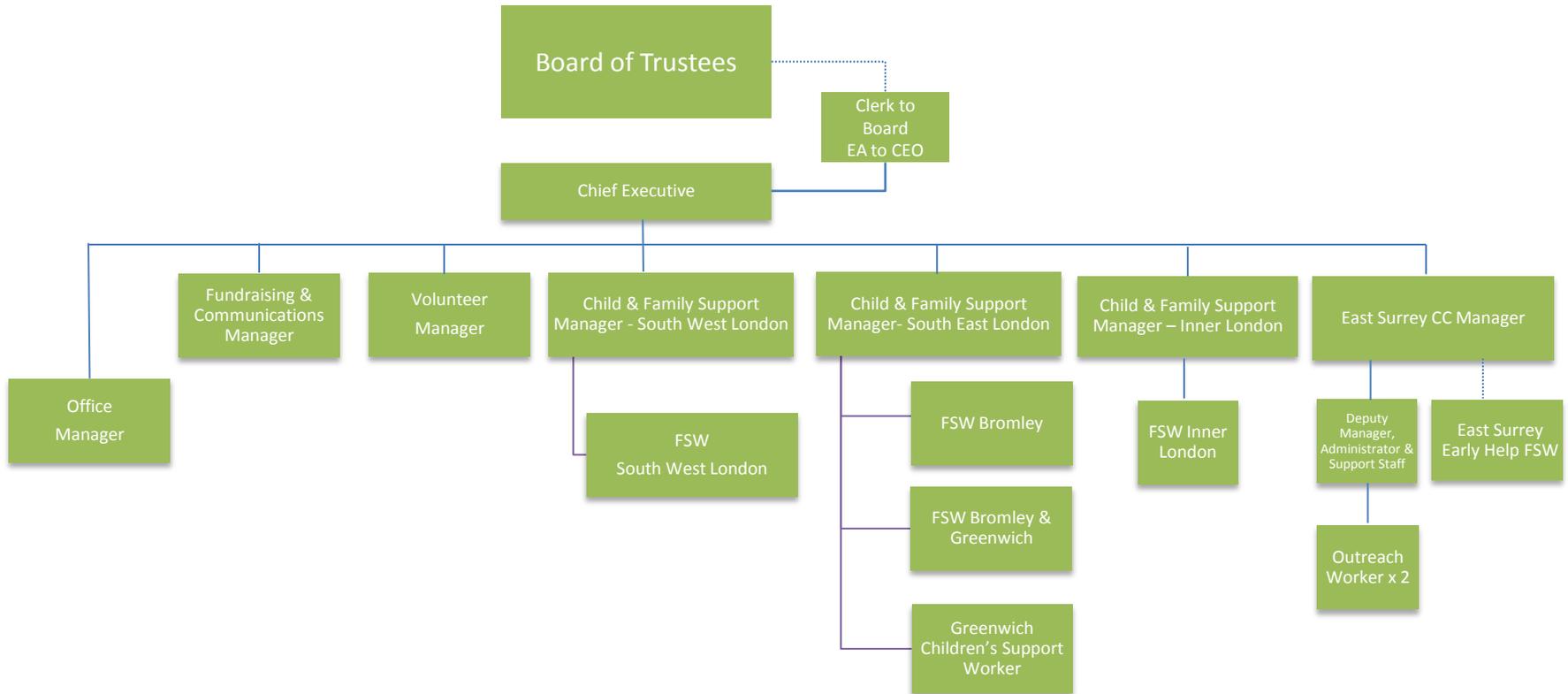
**Net Surplus / Deficit**

**Estimated restricted funds to spend**

**Surplus/deficit after funds**

FULL YEAR 2018-19								FULL YEAR 2017-18	
Central	Central - vol	Bromley	Inner London	East Surrey	Greenwich	South West Area	Annual budget 18-19	REFORECAST BUDGET for year	ORIGINAL BUDGET
206,860	0	10,000	53,000	341,153	69,252	14,000	<b>694,265</b>	587,631	585,631
0	0	32,611	76,093	0	0	0	<b>108,704</b>	105,830	105,830
34,100	0	43,200	300	15,600	19,920	19,500	<b>132,620</b>	118,943	132,093
0	0	400	850	4,100	0	0	<b>5,350</b>	9,350	9,350
50,448	0	0	0	0	0	73,740	<b>124,188</b>	129,250	129,250
<b>291,408</b>	<b>0</b>	<b>86,211</b>	<b>130,243</b>	<b>360,853</b>	<b>89,172</b>	<b>107,240</b>	<b>1,065,127</b>	<b>951,004</b>	<b>962,154</b>
300	750	1,600	5,270	14,290	1,780	1,850	<b>25,840</b>	22,629	24,229
251,909	20,508	69,736	86,935	253,134	88,372	84,260	<b>854,854</b>	709,015	713,402
33,343	200	5,660	1,540	28,050	7,540	3,950	<b>80,283</b>	91,028	91,028
13,169	0	861	3,300	3,756	884	812	<b>22,782</b>	27,516	27,516
7,200	0	0	0	0	0	0	<b>7,200</b>	7,500	7,500
34,400	0	0	0	0	0	0	<b>34,400</b>	34,400	34,400
11,900	0	4,500	0	13,724	1,500	5,700	<b>37,324</b>	40,627	40,627
9,050	0	60	50	2,550	0	0	<b>11,710</b>	14,475	14,475
3,000	0	0	0	0	0	0	<b>3,000</b>	3,100	3,100
(123,258)	0	12,932	26,736	54,128	13,376	16,086	<b>0</b>	0	0
<b>241,012</b>	<b>21,458</b>	<b>95,349</b>	<b>123,831</b>	<b>369,632</b>	<b>113,452</b>	<b>112,658</b>	<b>1,077,392</b>	<b>950,290</b>	<b>956,277</b>
<b>50,396</b>	<b>(21,458)</b>	<b>(9,138)</b>	<b>6,412</b>	<b>(8,779)</b>	<b>(24,280)</b>	<b>(5,418)</b>	<b>(12,265)</b>	<b>714</b>	<b>5,876</b>
				11,500			11,500		
				2,721			(765)		

## Appendix: 3



Appendix 4 Risk Register 2018

Risk Category	Risk	Likelihood	Impact	Gross risk	Risk Management Strategy	Strength	Further action required	Responsibility	Net Risk
Financial		X	Y			Z			
F1	Inability to deliver services and fund projects due to <b>lack of funding.</b>	4	4	20	<ul style="list-style-type: none"> <li>Develop, agree and implement a robust but achievable fundraising strategy.</li> </ul>	2	Investigate the cost-effectiveness of recruiting an assistant for the Fundraising and Marketing Manager with associated increased fundraising targets  or  an additional professional fundraiser with fixed time-limited targets for income generation.	AK, AM, SH	10
F2	<b>Reduction in core funding</b> from Southwark Diocese resulting in further reductions in central office resources and capacity.	1	5	10	<ul style="list-style-type: none"> <li>Raise profile of Welcare in the Diocese.</li> <li>Maintain good relationships with Bishop Christopher and Diocesan Officials and representatives.</li> <li>Increase links with individual parishes.</li> </ul>	5		CM, AK	2

					<ul style="list-style-type: none"> <li>Seek to recover more core costs from services.</li> </ul>				
F3	<p><b>Failure to engage sufficiently with local churches</b> resulting in inability to develop partnerships and raise funds for delivering local services.</p>	3	3	12	<ul style="list-style-type: none"> <li>Active engagement with local contacts, building on existing supporter links.</li> <li>Programme of presentations to deaneries. Standard presentations and resources available for trustees willing to speak about Welcare.</li> </ul>	3	More trustees willing to promote Welcare at their churches and with personal networks.	Trustees, AK	4
F4	<p><b>Significant unforeseen expenditure</b> in connection with <b>Frederick Crescent</b> and <b>Nightingale Vale</b> properties.</p>	3	3	12	<ul style="list-style-type: none"> <li>Liaise carefully with respective landlords to keep costs at a minimum.</li> <li>Allocate funds to office moves in the budget when costs are known.</li> <li>Maintenance costs mitigated by move towards serviced office space and five yearly inspections with R&amp;M schedule implemented at the children's</li> </ul>	4		AK	3

					centre.				
F5	Reduced income and increased expenditure as a result of <b>Welcare's tenants</b> defaulting on rent and service charge payments.	1	3	6	<ul style="list-style-type: none"> <li>Regular monitoring and invoicing.</li> <li>Trusted and reliable professional advisors.</li> <li>Willingness to use services of bailiffs to recover costs as soon as lawfully permitted.</li> </ul>	5		CB	1.2
F6	Increased deficits and expenditure above budgets as a result of <b>lack of control over local expenditure.</b>	1	2	4	<ul style="list-style-type: none"> <li>Managers to take responsibility for their budgets.</li> <li>Regular monitoring by CEO of monthly management accounts.</li> </ul>	4		AK, FM, LJ, BW, HF	1
Governance									
G1	Failure to maintain a <b>skilled and dynamic trustee board</b> with the skills and enthusiasm required to assist and oversee the delivery of the strategic aims.	3	4	16	<ul style="list-style-type: none"> <li>Strengthen and use professional networks to encourage Board membership</li> <li>Maintain a balance between Diocesan representatives and trustees with specific professional skills.</li> </ul>	3		CM	5.3
Operational									
O1	Failure to <b>recruit and retain</b> professional, skilled and experienced	2	4	12	<ul style="list-style-type: none"> <li>Review salary levels and role descriptions</li> <li>Emphasise the</li> </ul>	3		AK	4

	staff to work in south London and East Surrey, endangering service delivery.				advantages of working for Welcare				
O2	<b>Unanticipated long term absence of key member of staff</b> resulting in additional costs to cover the post or overload on existing staff required to cover the post.	2	4	12	<ul style="list-style-type: none"> <li>Employee Assistance programme to mitigate stress and resolve the risk of long-term sickness absence.</li> <li>Senior staff required to provide 3 month's notice</li> </ul>	2		AK	6
O3	<b>Incident involving child protection</b> or safeguarding issue involving staff member or volunteer resulting in harm to the child and reputational damage.	1	5	10	<ul style="list-style-type: none"> <li>Rigorous application and annual review of Safeguarding policy</li> <li>Safeguarding Awareness training for all staff, volunteers and trustees</li> <li>DBS checks for all eligible staff, volunteers and trustees</li> <li>Foster awareness throughout Welcare of the duty to report</li> <li>Robust supervision, complaints and</li> </ul>	3		AK, ME, FM, PV	3.3

					<ul style="list-style-type: none"> <li>referral processes.</li> <li>Volunteers' files to record all families the volunteer has supported.</li> </ul>				
O4	<b>Failure or misuse of IT systems</b> resulting in total disruption to services and/or reputational damage to Welcare resulting from misuse.	2	2	6	<ul style="list-style-type: none"> <li>Damage to systems mitigated by use of Cloud based IT systems.</li> <li>Clear policy on acceptable use of IT contained in staff handbook</li> <li>Compliance with GDPR to mitigate risk of accidental or malicious loss of personal data.</li> </ul>	4		AK	1.5
O5	<b>Disruption to service delivery</b> as a result of total or partial loss of use of building and other assets and resources caused by fire, flood, break-in, theft or damage.	2	2	6	<ul style="list-style-type: none"> <li>Disaster Management Plan in place across all centres and reviewed and updated annually.</li> <li>Impact partially mitigated by Cloud migration enabling remote working.</li> <li>Adequate fire precautions and security systems in place.</li> <li>Valid and adequate insurance cover.</li> </ul>	5		AK	1.2
O6	<b>Disruption</b> to and distraction from	5	3	18	<ul style="list-style-type: none"> <li>Decant plan in place by....(in</li> </ul>	5		CM, AK	3.6

	service delivery as a result of redevelopment of <b>Frederick Crescent</b> and RBG's review of its property portfolio including the property at Nightingale Vale. See also F4.				consultation with SJDK) <ul style="list-style-type: none"> <li>• Possibility of remote working for central office staff.</li> <li>• Trusted and reliable professional and legal advisors.</li> </ul>				
External									
E1	<b>Closure of the Children's Centre</b> following review by Surrey County Council of early years' provision resulting in termination of service and reduced contribution to central costs.	3	5	20	<ul style="list-style-type: none"> <li>• Close liaison with commissioners.</li> <li>• Engagement with local supporters, funders and churches to develop local child and family support services independent of the children's centre.</li> <li>• Production of a fundraising strategy.</li> </ul>	3		AK, LJ	6.6
E2	<b>Welcare is required to absorb increased costs</b> (utilities, HR, supplier contracts etc) while income remains static resulting in budget deficits.	4	3	15	<ul style="list-style-type: none"> <li>• Reduce external costs wherever possible.</li> <li>• Produce a schedule for a regular review of all utility and supplier contracts and Cloud Direct.</li> </ul>	4		AK, CB, SH	3.75
Compliance									

C1	<p><b>Failure to comply with relevant legislation and regulations</b> (including GDPR and SARs).</p>	1	4	8	<ul style="list-style-type: none"> <li>• All staff continually to monitor compliance and see to keep up to date with changes in legislation and regulations</li> <li>• GDPR refresher training arranged for key staff.</li> <li>• Attendance at external GDPR training events.</li> <li>• Update and maintain policies and staff handbook in light of new legislation and regulatory requirements, seeking professional advice where necessary, and ensure staff compliance.</li> </ul>	4		AK, DT, AM, all service managers	2
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## Appendix 5 Fundraising SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Ability to develop new programmes in line with increased priority given by local/health authorities for emotional well-being/child mental health for children aged 8-13</li> <li>• Strong local presence in East Surrey</li> <li>• Strong support from the Diocese of Southwark</li> <li>• Increased number of churches (including non-Anglican churches) giving to Welcare</li> <li>• Increased trust funding from 2014 to 2017/8</li> <li>• Compliant Fundraising and communication processes/database in place</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of financial competitive advantage when bidding for local authority/health contracts</li> <li>• Weak digital and social media profile</li> <li>• Limited formal partnership working</li> <li>• Variable awareness of Welcare in church congregations in south London &amp; East Surrey</li> <li>• Limited resources for fundraising</li> <li>• Fewer opportunities to tender for local authority contracts</li> <li>• Fewer public sector contacts available</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• New focus in trust and public funding on programmes to improve children's mental health/well-being</li> <li>• Trustees working with CEO/Fundraising Manager on a 125<sup>th</sup> Anniversary T&amp;F Group to increase Welcare's connection with churches, deaneries, Dioceses of Southwark and Rochester</li> <li>• New fundraising opportunities in digital fundraising, mass participation events, corporate and major donor development</li> </ul>	<ul style="list-style-type: none"> <li>• Loss or reduction of funding from Surrey County Council 2019:</li> <li>• Loss of funding from Lambeth CAMHS for 2018/9</li> <li>• Big Lottery Funding Inner London (£80k pa) and Bromley (£30k pa) ending December 2019</li> <li>• Insufficient resources to implement a digital strategy, increase public, trust and voluntary raised funding</li> <li>• Supporter base may be reduced through introduction of GDPR leading to loss of some contacts</li> <li>• Vulnerability to staff changes with only one staff member dedicated to fundraising</li> </ul>