



Foster Care



Criminal Justice

ProContact

Child Action Northwest **STRATEGIC BUSINESS PLAN 2024 - 27**



Registered Charity No: 222533



Emotional Health & Wellbeing

Social Inclusion



Young Carers

HELLO, WELCOME TO CANW

Inspiring lives, changing futures...

Our high-level Strategic Business Plan for Child Action North West.

At CANW we believe that everybody deserves the chance to reach their potential, achieve their dreams and fulfil their aspirations.

The inequality that exists up and down the country means that many communities face complex challenges – simply getting by is tough. The impact of post-pandemic economic recovery is still being felt acutely by families and those who face the greatest challenges.

Our mission is to support children, adults and families across the country, ensuring that when life presents difficult circumstances, we're there, every step of the way, to make sure they get the support they need.

Our Vision:

To deliver high quality, responsive services for children, young people and vulnerable adults to improve outcomes and promote better lives. To achieve this, we will build upon our existing reputation as a provider of good services whilst building a new service offer to children who require excellence in residential care.

Our Challenge:

CANW has experienced the impact of reduced funding received by our commissioners with both Local Government and Central Government Departments seeing their available budgets decline by over 60% since 2010. Our delivery focus has previously centred on bidding for prevention funding contracts. These are increasingly being stripped back with greater competition for smaller tender amounts from National and Local Charities and the Private Sector.



MEETING THE CHALLENGES

CANW has successfully expanded our delivery into areas Adults and Family support.

Our Foster Care Service was rated Good by OFSTED in October 2023. This is a very competitive market with both private sector IFAs and Local Authorities seeking to grow and expand, increasing the pay and benefits to carers significantly in order to attract more services. We have a really strong Fostering Service but we need to develop our service offer and support model to remain both IFA of choice and retain and develop our staff who are our greatest asset.

Our offer to people in the Criminal Justice system, both adults and children, is strong and highly regarded. It requires significant administrative support and a better ICT solution to enable more efficient and accurate recording systems going forwards.

We will retain our legacy connection with our location in Blackburn with Darwen and our strong partnerships in Lancashire while considering how we build an extended delivery footprint across the North West Region and beyond.

Our buildings and owned estate are no longer fit for the purpose they were originally designed or purchased for. Our workforce deserves to work from safe, accessible spaces that are child/client friendly and sustainable in terms of energy efficiency and practicality. Our current four properties are significantly under-utilised by children or vulnerable adults to receive the support that they need. Our challenge is in revising this estate strategy is to enable the creation of modern, accessible workspaces to help retain skilled staff.

We need to embark on a radical change program which appreciates our history and legacy whilst making the current buildings work for us in the future. This includes using our assets to generate sustainable income and raise investment capital in order to procure/ lease new facilities that are fit for purpose.

OUR OPPORTUNITY FOR GROWTH AND SUSTAINABILITY

Our ambitious plans for growth will see the following areas of focus in the coming year 2024 - 25:

To grow, modernise and expand our Foster Care offer.

To establish and deliver residential care for children and young people.

To expand our Family Time and ProContact service.

To expand our Emotional Health and Wellbeing offer.

To grow our Appropriate Adults and Community service.

Create a new HQ and Community based buildings for efficient delivery.



In order to achieve growth we will need to:

- Further strengthen Governance and scrutiny of services.
- Improve volunteering and engagement with communities.
- Simplify our systems and process to be more efficient and resilient.
- Review existing investment strategy to release working capital to deliver transformation.
- Transform the use of our buildings and assets.
- Improve and expand opportunities for income generation and fundraising.
- Support and develop our workforce to improve skills and knowledge.
- Ensure that pay and rewards for staff can keep pace with external competitors.

In February 2024, CANW Board agreed a new service delivery structure to enable capacity and expertise to deliver a transformed organisation. A refreshed Leadership Function will take operational responsibility for delivering detailed delivery plans against of the workstreams listed here.

The CEX will oversee all areas of delivery, with a named manager accountable for updating the plan against each agreed area for development and growth.

It is proposed that a named Governance lead will be assigned to each delivery area as agreed by the Board as recommended in the Trustees Governance Review Report March 2024.



PERFORMANCE REPORTING

This business plan outlines what is a complex and diverse organisation. Risk and mitigation for safe delivery of services is critical in light of the changing regulatory environment for Care services specifically but this also impacts on Safeguarding and Health & Safety of staff and service users across the range of provision we deliver.

In order to enable progress tracking of each service area, we will establish a suite of key performance indicators that can inform the Board but also workforce and community of progress in each area which we will report on a quarterly basis.

We will also consult with our commissioners, partners, workforce and service users periodically to assess the impact that the Strategic Business Plan areas are having and bring this feedback and any learning to the Board.

COMMUNICATING THE STRATEGIC BUSINESS PLAN

This plan will be shared widely with our delivery partners, staff and service users via our existing communication channels and will accompany a refresh of our web pages and Social Media channels to promote the changes and new direction of growth and change.

We will undertake a review of progress of the plan in January 2025 in order to take stock before the end of the financial year and roll forward a refreshed and updated plan to carry through for the next two years.

GET IN TOUCH

If you would like to find out more about our work or talk to us about how we could work together, please contact:

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Find us on:

