

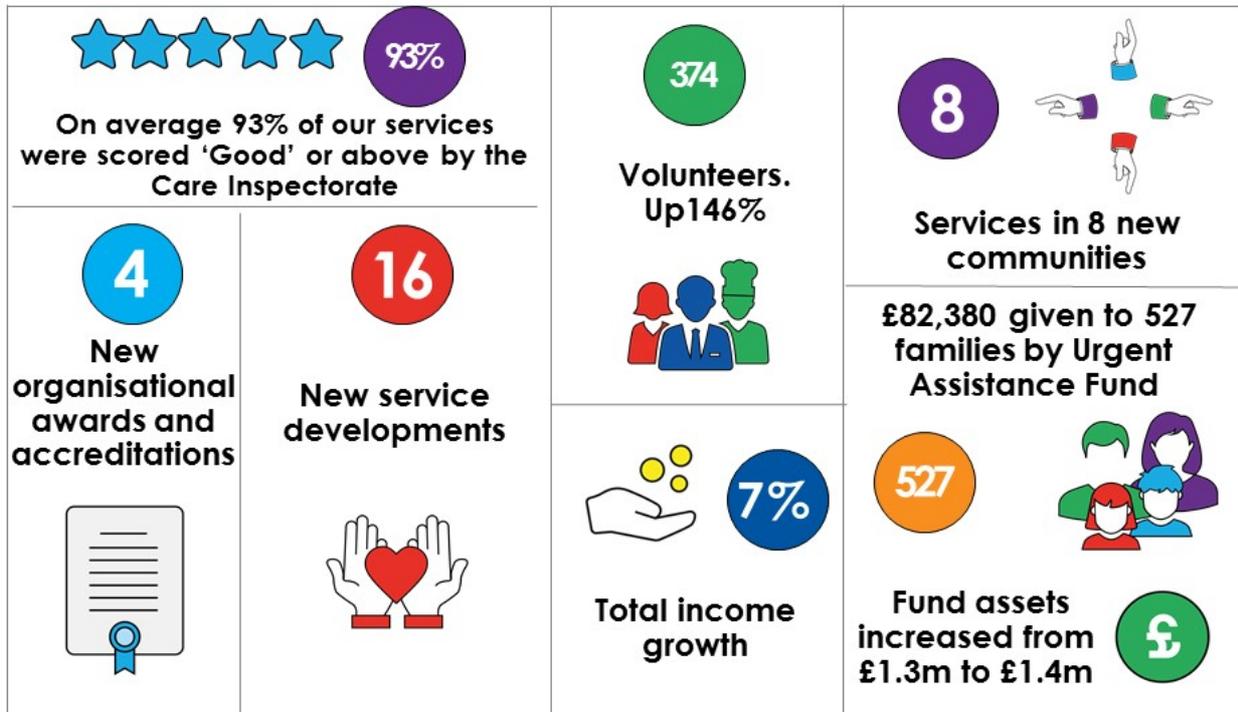
Our Aberlour

Supporting children and families
earlier

2018 - 2021



Aberlour's Achievements 2015-2018



Our vision

“To give every child the chance to flourish and, through this, contribute to building a fairer and more equal society.”

Aberlour has a rich history of delivering vital services to vulnerable children, young people and their families. Since our inception as an orphanage in Speyside in 1875 and the formal establishment of Aberlour Child Care Trust in 1976, we have developed a significant reputation for delivering excellent services.

With more than 140 years of experience and learning behind us, we refreshed our values and set out a clear strategy for success in 2015 – **Our Aberlour**. We have reinforced our reputation as a leading Scottish children’s charity and a major force for change. Our involvement in policy developments and innovative practice continue to make real differences to children in Scotland. Changes to our Constitution adopted in 2017 will allow us to offer continuing care into adulthood for young people who need it.

At Aberlour we understand well the impact of poverty, disadvantage and early trauma on children and their families. Our work will continue to focus on getting there earlier to support children and families to improve their physical, emotional and mental wellbeing. We will also challenge the circumstances which lead to poverty and disadvantage for children in Scotland.

We therefore recognise that not all children are born with an equal chance and that those who are marginalised, can all too quickly become Scotland’s “hidden children”. Without early support, these children can often struggle to access the same opportunities as others.

We understand that we operate within a changing and at times complex external environment and we will maintain a focus on building meaningful and sustainable relationships with relevant public bodies, the third sector and the private sector.

This document outlines an ambitious strategic plan for 2018-2021, articulating how we will achieve yet greater success for our children, committing to reach even more children and their families earlier, before damage is done, before families are torn apart, before it’s too late.

Our values

These remain the guiding principles that underpin all that we do. They inform our interactions with the children and families we work with, with external partners and stakeholders, and importantly, with one another as colleagues. We use them every day and hold key decisions up against them to ensure we live and work to them.

Respect means acting in a way that shows we care about the feelings of one another, and that we listen to one another's opinions. As a person-centred organisation that stands up for every child's right to flourish, a culture of respect is inherent in all our work.

Integrity means being courageous and brave enough to speak up when we know we need to. We recognise that to fully represent the concerns of Scotland's children and families, we may have to go against the grain or take difficult decisions. We will strive to act with integrity at all times.

Innovative means finding new, efficient and unique ways to do things. We are committed to learning and developing improved ways of helping Scotland's most disadvantaged children and families earlier and faster. We know that children and families are experts in their own lives and can help us become the best possible innovators. We will use that expertise to drive our ideas and our thinking.

Challenging means testing ourselves and those around us. It means not accepting the status quo and will require us to provide equality of opportunity within our organisation and promote it in wider society. Within Aberlour, we will challenge ourselves to be the best we can be and we will listen carefully to children and families about their experiences. Externally, we will use our campaigning voice to strengthen policies which promote equal opportunity and equality and ensure that our families' voices are heard.

"In adhering to our values, we will continue to keep people at the centre of all that we do – because we believe that our children, young people and families deserve the chance to flourish."

Our Ambitions

We recognise that the clock is ticking; we know that we need to intervene earlier in a child's life before damage is done, before families are torn apart; before it's too late

We will lead through practice and policy development and campaign on behalf of our children and families

We will tell the stories of children and families and share the impact of our work, to influence policy at a national level.

We will expand our commitment to practice-based research and we will use the learning from research to influence practice, policy and campaigns.

We will create a bold new fundraising campaign to strengthen our ability to deliver our vision and we will keep the voices of our children and families at its heart. Our fundraising campaign will focus on our commitment to supporting children and families early and in making sure that we act quickly, before it's too late.

We will focus on growing and delivering services so that we reach even more children who need us

We will take up opportunities to grow and deliver services in which we have a proven track record, to reach more children and families who need our help as early as possible. We will proactively assess opportunities for delivering the best of what we do to a broader geographical area.

Become the charity of choice for all our staff, stakeholders, and the children and families we support

We will continue to work hard with children and families to ensure we support them early and effectively. Our service developments will be led by our learning from children and families and we will actively consult them in changes to how we do things.

We will continue to choose the best partners to complement what we do, and we will strengthen our continuing commitment to volunteering and mentoring throughout the organisation.

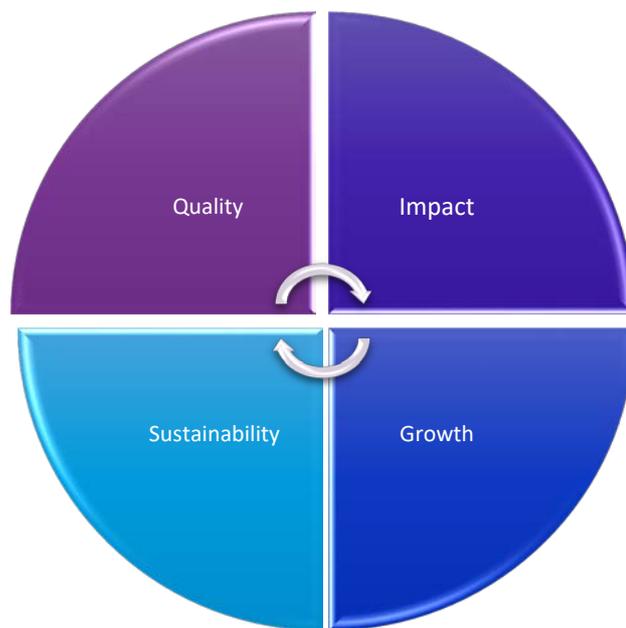
We will give donors who voluntarily support our work the best experience possible; we will ask for support and thank them for it; we will engage and involve them, showing the impact of what they have made possible; our approach will ensure that donors continue to give to Aberlour as their charity of choice.

We aim to be the organisation of choice for staff, providing stimulating and rewarding employment, offering competitive terms and conditions and extensive learning and development and career development opportunities.

Measuring our success

We will assess new opportunities and new funding models. We will work to ensure the organisation continues to be run in a cost-effective and efficient manner and that all those who engage with Aberlour are satisfied with the response they receive.

Our performance as an organisation will be monitored against the following 4 key measures.



The interplay between our shared vision, values and measures will create a culture focussed on success, within which we will realise our ambitions.

Our Aberlour – Supporting Children and Families Earlier 2018-2021 will be further supported by annual plans containing key targets and objectives describing how we will achieve what we have said we will do.

Our Aberlour – supporting children and families

Our service delivery falls under the banner of five key themes, within which we have a proven track record. Working within these areas, we will innovate and identify new opportunities to expand the best of what we do. We will focus on developing early help and support and make sure that we act quickly to support children and families, before it's too late.



We must reach children in Scotland before damage is done; before families are torn apart; before it's too late.

In doing so we will reach even more children earlier to ensure that children and families are given the best opportunity to flourish.

Our strategic themes

We provide safe and loving homes for children who have experienced abuse and trauma

This has been at the heart of Aberlour's work since its inception over 140 years ago. We will provide excellent specialist residential support and foster care for children and young people. We will listen to the voices of children and young people to make sure our support to them is provided early enough.

We will support families recovering from substance misuse, domestic abuse and poor mental health

We will work with both children and families to promote positive parenting, boost life skills and resilience, and provide support for those taking steps towards recovery. Promoting positive mental health will continue to be a key focus across our services.

We will give babies and children a brighter future by building confidence of parents

We will offer early help to families to promote positive parenting, early years learning and social skills, to make sure they have the best start in life. We will continue our commitment to working with children affected by parental involvement in the justice system.

We will work to make the lives of children and families affected by disability easier

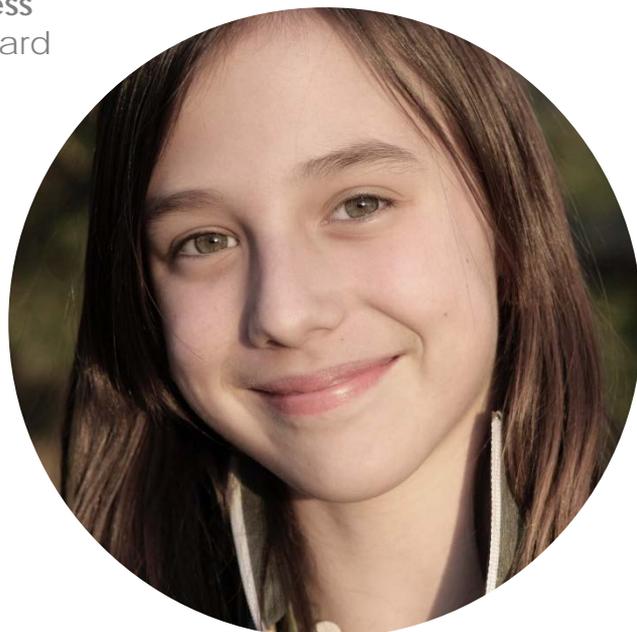
We will work to improve the lives of children and young people with complex needs, and their families, through provision of person-centred respite, residential and community-based early support options.

We will reach young people early to support them to keep control of their lives.

We will take action quickly with services designed to tackle issues as they are emerging, to improve long-term outcomes for children and young people. We offer a range of Early Years services, young refugee support services, attainment support for young people completing vocational qualifications and positive interventions for young people that support school attendance and achievement and focus on building confidence and pride in their skills.

Our Commitment

The success of **Our Aberlour – a Strategy for Success 2015-2018** is the result of Aberlour staff and the Board of Directors working consistently and with a clear focus on our key priorities. We offer a commitment to all our children and families and our partners and stakeholders to maintain that focus as we move forward with our ambitious new strategy **Our Aberlour – Supporting Children and Families Earlier 2018-2021**.



What we will do

We will focus on continually improving our Services to Children and Families.

Regular monitoring and reviewing of our activities will allow progress to be measured, with improved reporting on impact.

Our service and business planning processes will be reviewed annually and reported on quarterly. We will ensure our work is aligned to our values and our priorities and we will set ourselves ambitious targets.

The personalisation of Aberlour services and systems will set us apart as a sector leader by putting children and young people at the centre of everything we do.

We will develop a range of services over the life of our plan – expanding perinatal support and offering ambitious solutions to Local Authorities, Health and Social Care Partnerships and Health Boards to shift expenditure away from more expensive reactive services towards early action.

We will grow our support to families affected by disability – introducing new services across the country.

We will prioritise effective transition planning for young people with disabilities.

We will continue to invest in innovative services which aim to ensure early action to help families keep control of their lives.

We will continue to support volunteering across the organisation by attracting, developing, supporting and sustaining volunteers across our services and functions. We will maximise the contribution of volunteers to scope opportunities and new ways of engaging volunteer support in line with the organisation's wider strategic objectives.

We will review our service buildings and accommodation to make sure that they positively support working with children and families.

Aberlour's Urgent Assistance Fund will provide emergency support for children and young people across the country.

We will be a leading organisation in campaigns which result in legislative or policy change.

Our activities and campaigns will improve public awareness of Aberlour.

We will continue to review our corporate support structures to ensure they are shaped to effectively support front line delivery.

Our IT strategy will support the development and modernisation of Aberlour and our continued investment in cloud-based technology and Microsoft Dynamics CRM will underpin a clear digital strategy.

Aberlour's environmental policy commitments will reduce its impact on the environment.

Aberlour values diversity in our workforce and understands the benefits that this brings to our practice. Aberlour supports workplace diversity groups such as Aberlour Pride Network.

This strategy will be supported by a concurrent 3 year fundraising and awareness campaign which will...

- See a significant increase in new, loyal donors who support us on a regular basis
- Double individual community and corporate income by 2021
- Ensure that a culture of fundraising is adopted across Aberlour with services supporting unrestricted fundraising relationships in communities
- Increases the number of people who say they have heard of Aberlour when asked to 30% by 2021

"I am delighted with the success Aberlour has experienced over the last three years. I know we have a Board, staff group and volunteers who are ambitious to achieve even more with our children and families. This plan confidently articulates that ambition. Continuing to work to our core values and maintaining a clear purpose and focus on our priorities over the next three years will see even greater success. Supporting children and families earlier is at the heart of our ambition because we know it is through this that we ensure every child has the chance to flourish."

SallyAnn Kelly
Chief Executive



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