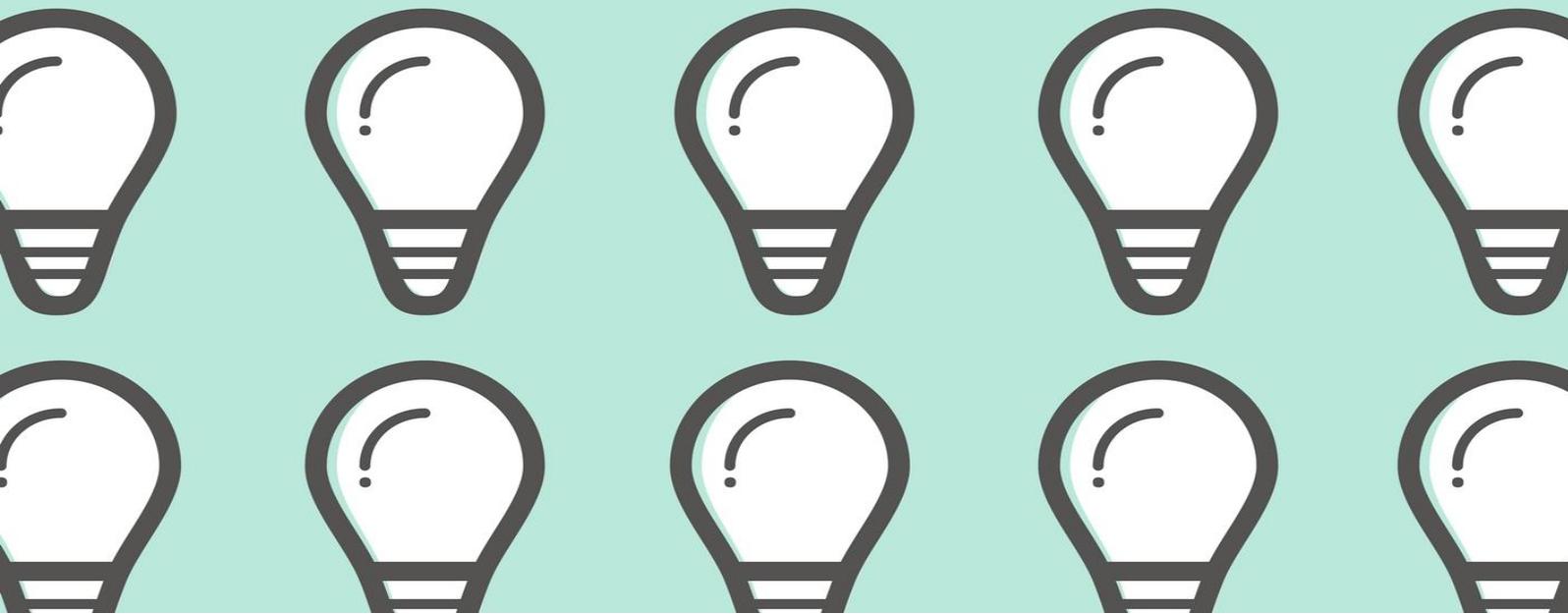


EVERY PARENT & CHILD

# *STRATEGIC PLAN*

2018-2021



# About EPC

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Every Parent & Child (**formerly** known as Enfield Parents & Children) was set up in April 1995 and became a registered charity in January 1996. The charitable objectives are to advance the education of children resident or educated in the London Borough of Enfield and surrounding areas, regardless of culture, beliefs or language, who, because of difficulties in the school or home environment, require special assistance to help them complete their education.

EPC is a well-known and respected local charity that provides much-needed services to children, young people and families. We are valued by families, professionals and other voluntary organisations for our expert and timely advice, practical help and emotional support that we give to families.

## Our Mission & Vision

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EPC's mission is to enable London children and young people, particularly those with Special Educational Needs and/or Disability, to thrive and succeed in education, their families and the community to improve their life chances.

### Our Vision

Our vision is for EPC to be the recognised and trusted organisation representing the voice and aspirations of all London children and young people and to support them to learn, develop and thrive within their families and the community.

## Preamble

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### Understanding the operating environment

Since 2010, the political and economic climate in the UK has changed. Financial support for the delivery of local services has been reduced and the 'Big Society' initiative has informed the Government policy agenda. The culmination of these factors has unsettled the operating environment of small charities and required them to rethink their relationships, their role in civil society and in some cases their organisational structures.

In November 2017, EPC held an Away Day which brought together the trustees, staff and volunteers responsible for the organisation. The Away Day enabled the stakeholders to discuss and explore the political, economic and social challenges facing communities and the implications for EPC. We recognised that in order to contribute positively to improving the life chances of children and young people, a range of interventions are necessary

including positive mental health, family life, early years, access to education, support for young people's transition to adulthood and adequate family income.

Whilst the challenges facing London children and young people are wide ranging, EPC will take a pragmatic and proactive approach in identifying and developing opportunities that best support the communities we serve.

## A Person-Centred Approach

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Central to the EPC service model is the commitment to ensure that all of our services are co-produced with the communities we support. We therefore adopt a person-centred approach in developing and delivering our aspirations and services.

### Defining the person-centred approach

While there is no single definition of a person-centred approach, EPC recognises this to be the process of enabling people who use our services to plan their own futures and to get the services that they need.

Stephen Ladyman, former Parliamentary Under-Secretary of State for the Community, described the value of person-centred planning thus:

*"... by 'person-centred' I mean we have to move away from mass-produced services – services that too often created a culture of dependency – and move towards a future that seeks to develop the potential that is in every single individual."* (Ladyman, 2004)

The fundamental values of the concept:



A person-centred process involves listening, thinking together, coaching, sharing ideas, and seeking feedback. This process must be continuous to make sure all individuals are supported towards their personal goals, even as they evolve and change.

As a service provider, EPC is committed to embedding co-production processes in identifying the support needs of our community and developing and delivering possible solutions.

# SWOT Analysis

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## Strengths

High reputation among clients, staff, volunteers, funders and co-production organisations

Strong, skilled, dedicated, fairly stable staff, all committed to EPC's mission

A range of services for fulfilling the mission/vision and that include some unique offers

A respected charity known as the go-to organisation for SENDIAS and associated services in the London Borough of Enfield

Good relationship with local authority

Good financial reserves

Sense of belonging among staff members

Highly skilled/trained/experienced staff members

Good reputation for our services

Good local knowledge and situated in an area that is well known Enfield.

## Weaknesses

Funding and its effect:

Reliant on funding from sources that do not always provide for long term security

Income not diversified sufficiently

Large deficit on budget

Reliance on Local Authority funding

We don't always manage to reach the more salubrious areas where funding might be easier to obtain

Loss of key longstanding staff due to Funding cuts

Fairly limited reach as the organisation is not known in other boroughs

Staff overstretched/overburdened

I.C.T infrastructure needs updating

Identifying and developing new services

Lack of meeting rooms for the counselling and the SENDIASS meetings.

## Opportunities

New administration in Enfield Council leading to new working relationships

More work in schools, including academies and free schools.

Extended reach beyond London Borough of Enfield

To expand income sources including joint bids

To partner with other organisations in project delivery (and funding)

Providing charge for internet training

Good database with extensive client contacts

Use skills/experiences for research activities, publish papers, etc.

Forming a consortium as Councils are looking for more synergies among service providers

We have adequate desk space.

### Threats

Further government cuts to local authority funding impacting the availability and size of grants available to the voluntary sector

Competition from other organisations could lead to EPC losing commissions

Barriers to establishing in other boroughs – intense competition

Reserves being drawn down and lack of progress on developing income sources

Losing our influence if the charity has to reduce its impact due to lack of funding

Losing experienced staff members due to funding cuts

Losing clients due to the fact that sometimes we cannot assist them as the LA services are struggling and we have too little influence over the current situation.

## Key Strategic Priorities

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The following exemplifies our key strategic priorities during 2018 - 2021:

- **Support for families:** Providing parenting support parents and carers, to meet families' needs so as to strengthen relationships and economic wellbeing;
- **Support for young people's transition to adulthood:** Providing support to young people, especially those with SEND, to develop their skills and understanding of their rights. Supporting, schools, colleges, universities and community services to take active steps in empowering and promoting the inclusion of young people within their services;
- **Effective service for the wellbeing of children, young people:** Providing mental health support across the age group; recognising and attempting to tackle negative attitudes towards mental health; supporting families to reduce socio-economic deprivation and its impact on health, facilitating access to better leisure opportunities aiding physical and mental wellbeing;

- **Supported education:** Supporting schools to develop strategies resulting in a reduced number of exclusions, assisted by improved provision of EHCPs; empowering children, young people and parents/carers to challenge the system and have their rights upheld;

We will achieve the above by:

- Consolidating our services and improving our relationship with our beneficiaries
- Training for families, e.g. budgeting and family management
- Engaging with corporate supporters
- Tapping into public sentiment and giving
- Using digital better for easier communication with service users and easier access to our services
- Extending our face-to-face counselling into other boroughs
- Connecting young people into apprenticeships through partnership working
- Training SEND Coordinators in schools
- Representing the voice of parents and children (research)
- Developing a consultancy service
- Identifying the need for early intervention and solutions to support families, e.g. training in financial management and family budgeting and independent advocacy
- Improving our monitoring and evaluation systems across all EPC services to better capture their impact
- Developing the skills of the Young People's and Parents Steering Group
- Co-producing with organisations which reflect the ethos of EPC
- Aiming to become a delivery partner of Council youth services
- Research into the needs of local families

## Our Yearly Goals

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### **Year 1: 2018 – 2019**

Priority 1: Stabilise the financial position of the organisation including fundraising;

Priority 2: Improve the management of the human and material resource;

Priority 3: Improve engagement with external partners and stakeholders and maximise opportunities through delivery/collaboration in other boroughs;

Priority 4: Increase digital service offer and tackle digital exclusion;

Priority 5: Improve communication;

Priority 6: Inspire more volunteers; especially young people – recruit and retain;

Priority 7: Improve impact monitoring of our services and maintain high level of customer satisfaction;

Priority 8: Maintain a strong and engaged Trustee Board.

## **Year 2: 2019 - 2020**

Priority 1: Continue to improve the financial health of the organisation;

Priority 2: Secure the LB Enfield SENDIAS contract for year 3;

Priority 3: Develop new services to meet the support needs of parents, children and young people in Enfield and neighbouring boroughs;

Priority 4: Maximise opportunities through delivery/collaboration in other boroughs;

Priority 5: Upgrade the I.T. infrastructure;

Priority 6: Maintain a strong and engaged Trustee Board;

Priority 7: Promote EPC's visibility as an influencer in SEND provision across north London.

## **Year 3: 2020 – 2021**

Priority 1: Maintain a strong financial position and review existing and new investment opportunities;

Priority 2: Explore the development of an EPC consultancy service;

Priority 3: Review impact monitoring of our services and maintain high level of customer satisfaction;

Priority 4: Continue engagement with external partners and stakeholders and maximise opportunities through delivery/collaboration in other boroughs;

Priority 5: Continue to inspire more volunteers; especially young people – recruit and retain;

Priority 6: Maintain a strong and engaged Trustee Board;

Priority 7: Promote EPC's visibility as an influencer in SEND provision across north London.



## Charity Details

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Charity name	Every Parent & Child (known as EPC) (formerly Enfield Parents & Children)
Registered office and operations address	Community House 311 Fore Street London N9 0PZ
Telephone	020 8373 6243
Fax	020 8373 6324
Website	<a href="http://www.epandc.org.uk">www.epandc.org.uk</a>