

# LIVES CHANGED FOR GOOD A NEW STRATEGY FOR BAAF 2008-2011

## Business Objectives for 2008/2009

EXTERNAL PRIORITIES	ACTIONS (to be developed in team plans)
<p>1 To improve outcomes for and secure the well-being and rights of our target groups of children and young people in <b>England</b>.</p>	<ul style="list-style-type: none"> <li>❖ Maintain and develop strong links with central government, Government Offices for the Regions and with all providers of services to our target groups of children and young people.</li> <li>❖ To influence implementation of Care Matters in England including the final content of the Children and Young Persons Bill.</li> <li>❖ Strengthen links with Ofsted, ADCS, LGA, London Councils, CVAA, CASA, IFPs and other key stakeholders and representative bodies.</li> <li>❖ Deliver our new accredited degree level PQ qualification in family placement in several locations in England.</li> <li>❖ Provide a high profile private fostering awareness raising campaign across England in January 2008.</li> <li>❖ Deliver high quality advice and information, training and consultancy and a comprehensive programme of conferences and workshops to agencies to meet the needs of our target groups of children and young people.</li> <li>❖ Work through our advisory, regional and special interest groups in England to help influence policy and practice issues for our target groups of children and young people.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Seize opportunities to provide multi-agency training on our areas of expertise.</li> </ul>
2	To improve outcomes for and secure the well-being and rights of our target groups of children and young people in <b>Northern Ireland</b> .	<ul style="list-style-type: none"> <li>❖ Continue to influence the development of much-needed adoption reform, initiatives and legislation in Northern Ireland.</li> <li>❖ Influence the development and implementation of key government policy in children's services, particularly in relation to foster care and kinship care.</li> <li>❖ Continue to develop BAAF's medical, social work and legal groups in Northern Ireland.</li> <li>❖ Continue to provide a full range of advice and information, commissioned training, workshops and conferences.</li> <li>❖ Raise awareness of the detrimental effects of delay on children needing permanence and develop ways to find new permanent families for children in Northern Ireland.</li> <li>❖ Deliver module three (Working to enhance outcomes for Children in State Care) of the MSc in Social Studies at Queen's University in Belfast on two occasions during 2008/2009.</li> </ul>
3	To improve outcomes for and secure the well-being and rights of our target groups of children and young people in <b>Scotland</b> .	<ul style="list-style-type: none"> <li>❖ Support the effective implementation of the Adoption and Children (Scotland) Act 2007.</li> <li>❖ Work to support the development and implementation of Scotland's new kinship care and fostering strategy.</li> <li>❖ Roll out our newly accredited training for family placement workers in conjunction with the University of Strathclyde.</li> <li>❖ Continue to develop ways to share resources in finding new permanent families for children in Scotland.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Continue to provide a full range of advice and information, commissioned training, workshops and conferences.</li> </ul>
4	To improve outcomes for and secure the well-being and rights of our target groups of children and young people in <b>Wales</b> .	<ul style="list-style-type: none"> <li>❖ Improve the knowledge base of child care social workers on key adoption and fostering issues including moving looked after children, supporting them and helping them to build their identity.</li> <li>❖ Offer a bespoke mix of expert advice and information, workshops and conferences, training and consultancy for child care teams across Wales providing learning opportunities and case consultancy where appropriate.</li> <li>❖ Campaign on key issues of importance to children in Wales including access to information and access to records for former care adults.</li> <li>❖ Influence the development of key government policy in children's services in Wales, particularly in relation to our target groups of children and young people.</li> <li>❖ Continue to develop ways of finding new permanent families for the children in Wales who need them.</li> <li>❖ Appoint a part time legal consultant for BAAF Wales.</li> </ul>
5	To lead the way by innovating and sharing best practice.	<ul style="list-style-type: none"> <li>❖ Develop new projects in the following areas: supporting unaccompanied asylum seeking and refugee children; developing adoption events to increase the opportunities to match children waiting for adoption with new families; the effective use of videos in child profiling; health and foster care.</li> <li>❖ Continue our fostering education project which is delivering a new training programme for foster carers providing carers with the skills and confidence to work in partnership with schools and teachers.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Disseminate the findings of current research projects including the first of the Adoption Research Initiative studies and our research into the role of long term foster care in planning for permanence and others.</li> <li>❖ Deliver a high quality publications programme of some 30 new titles to lead best practice in key areas.</li> <li>❖ Use our Adoption and Fostering Journal as a platform for debate on key issues, including a special edition of the Journal focusing on kinship care.</li> <li>❖ Continue to develop our Be My Parent online family finding service and maintain the strong contribution of the Be My Parent newspaper.</li> <li>❖ Work pro-actively through our legal advisory group to address delay in the court system for children and young people in care.</li> <li>❖ Make BAAF video / DVD materials more accessible by including sub-titles.</li> </ul>
6	<p>To campaign to maintain our strong public profile and raise awareness of the needs of our target groups and the work of our members.</p>	<ul style="list-style-type: none"> <li>❖ Engage effectively with governments across all four countries of the United Kingdom in order to highlight the needs of our target groups of children and young people.</li> <li>❖ Continue to raise public awareness of the reasons why children come into the care system and the unacceptable delays experienced by some children in finding new permanent families.</li> <li>❖ Run a successful National Adoption Week 2008 campaign.</li> <li>❖ Run a successful inaugural National Private Fostering Week 2009 campaign.</li> <li>❖ Innovate through our publications programme to reach the widest possible audience.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Campaigning priorities in 2008/2009 will include the information needs of former care adults, the realities of social work with children, addressing delay in planning for children, supporting foster carers, the health needs of looked after children and raising awareness of the needs of privately fostered children.</li> </ul>
7	To make our contribution count by increasing expertise through our service provision for those working to ensure the welfare and rights of our target groups of children and young people.	<ul style="list-style-type: none"> <li>❖ Provide relevant, authoritative and targeted training, consultancy and conferences in order to increase expertise and best practice.</li> <li>❖ Use our Journal and Good Practice Guides to share developments in health, legal and social work practice with our target groups of children and young people.</li> <li>❖ Include conferences on supporting birth parents, long term fostering and pathways to permanence for BME children. Our country and regional offices will develop conference programmes to meet country / local priorities.</li> <li>❖ Provide high quality advice and information on fostering and adoption issues to member agencies and members of the public through our UK wide general enquiries service.</li> <li>❖ Deliver post qualifying training for social workers under the new framework operating in each of the four countries of the UK.</li> <li>❖ Promote BAAF training packages to enable agencies to deliver more effective training themselves for staff, adopters and foster carers.</li> </ul>
8	To increase our impact internationally in order to support the development of child care systems in other countries.	<ul style="list-style-type: none"> <li>❖ Begin preparations for an international conference on family placement.</li> <li>❖ Extend the reach of our publications into international markets to include the sale of translation rights.</li> <li>❖ Develop the international profile of the Journal.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Publish a new resource for families of intercountry adopted children.</li> <li>❖ Seek further opportunities to share our knowledge and expertise with countries with less developed child care systems building on our recent experience in Romania.</li> <li>❖ Work in close partnership with IFCO and other international partnerships in order to situate ourselves firmly within the European and global childcare community and to ensure we learn from other countries too.</li> </ul>
9	To reduce delay and increase stability for black and minority ethnic children separated from their birth families.	<ul style="list-style-type: none"> <li>❖ In our campaigning work, we will highlight the unacceptable delay that many black and minority ethnic children face in finding permanent families through adoption and fostering.</li> <li>❖ Develop and deliver a conference on the placement needs of black and minority ethnic children.</li> <li>❖ Update, disseminate and promote our practice guide on the placement needs of black and minority ethnic children.</li> <li>❖ Develop and extend the services we provide to black and minority ethnic adopters and permanent foster carers.</li> <li>❖ Focus on this issue in National Adoption Week 2008.</li> <li>❖ Plan a special edition of the Journal devoted to the placement needs of black and minority ethnic children.</li> </ul>
10	To campaign to highlight the importance of adoption support provision as a UK wide issue.	<ul style="list-style-type: none"> <li>❖ Campaign on expanding the provision of effective adoption support.</li> <li>❖ Share best practice about the provision of adoption support and what works for adoptive families in our campaigning work and through our publications.</li> <li>❖ In all our work on adoption, we will be careful to highlight the lifelong consequences of adoption for all parties involved.</li> </ul>

<b>INTERNAL PRIORITIES</b>		<b>ACTIONS</b> <b>(to be developed in team plans)</b>
1	To ensure that the welfare and rights of our target groups of children and young people are at the centre of all that we do.	<ul style="list-style-type: none"> <li>❖ Through our family finding services across the UK, we will seek to increase the numbers of permanent families that we find for children and young people and in particular address the needs of children who wait such as disabled children etc.</li> <li>❖ Work in collaboration with a range of other children's voluntary organisations in order to deliver a series of residential events in Summer 2008 for looked after children and young people.</li> <li>❖ Work to improve the representation of children and young people in our media work, conferences, training and publications.</li> <li>❖ Publish an anthology of writing by adopted children.</li> <li>❖ Work to increase the representation on BAAF's Board of Trustees of people with experience of the care system and of adoption.</li> </ul>
2	To develop services and resources that our members want and need.	<ul style="list-style-type: none"> <li>❖ Consolidate current levels of membership across the UK and across all groupings within our membership base.</li> <li>❖ Implement key recommendations from individual and corporate surveys.</li> <li>❖ Keep under review and develop wherever possible services that we provide to our members.</li> <li>❖ Improve the ways in which we communicate with our members making the most of new technology.</li> <li>❖ Work closely with different groupings within our membership base, eg Local Authorities, VAAs and IFPs in order to understand and reflect their issues and concerns.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Work to make more of our resources available online and explore the opportunities offered by online learning.</li> </ul>
3	To value and develop our staff.	<ul style="list-style-type: none"> <li>❖ Review our existing HR policies and procedures to ensure that they reflect best practice.</li> <li>❖ Work harder to increase and celebrate the diversity of our staff group.</li> <li>❖ Develop a more strategic approach to staff training and development.</li> <li>❖ Seek to increase capacity within BAAF by imaginative use of interns, secondees, volunteers and short term contracts.</li> </ul>
4	To improve internal communication and systems (to incorporate a complementary IT strategy).	<ul style="list-style-type: none"> <li>❖ Develop a new system of regular newsletters and internal briefings for staff.</li> <li>❖ Use online and telephone conferencing where this meets staff and business need.</li> <li>❖ Develop and implement a new IT strategy for the organisation.</li> <li>❖ Use our intranet more to share learning.</li> <li>❖ Seek to improve our customer and other internal databases.</li> </ul>
5	To develop BAAF's corporate social responsibility.	<ul style="list-style-type: none"> <li>❖ Audit key elements of our current performance against triple bottom line (financial, social, environmental) criteria.</li> <li>❖ During the year, we will seek to improve our environmental performance in particular.</li> <li>❖ In our 2008/2009 published accounts, we will extend our formal annual report to include elements of triple bottom line reporting.</li> </ul>

6	To provide financial stability to secure our future work programme.	<ul style="list-style-type: none"> <li>❖ All departments across the organisation should work to maximise income opportunities, control costs and take responsibility for budgetary control.</li> <li>❖ Develop new fundraising approaches including implementing a new strategy for engaging high net worth individuals and continue to develop a programme of specific projects to fundraise against.</li> <li>❖ We are budgeting for £48k to be added to our reserves in 2008/2009.</li> <li>❖ Building on our success in running the Adoption Register (for England and Wales) over the last four years, we will submit a strong and credible bid to continue hosting this service when the contract comes up for renewal in November 2008.</li> <li>❖ Pilot a new business development post in Southern England region and look for opportunities elsewhere in the organisation to explore new business development.</li> <li>❖ The finance department will ensure efficient and customer focused delivery of all financial processes within the organisation.</li> <li>❖ The finance department will work towards more efficient systems of allocating costs across the organisation which are both fair and cost effective.</li> </ul>
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**David Holmes**  
**Chief Executive**  
**May 2008**