



DAYBREAK

Strategy 2023-2028

Introduction

We are excited to be launching our 2023-2028 strategic plan. This plan will provide guidance and direction for the coming years, helping us to develop services that harness the power of families and communities to solve problems.

Too often society relies on professionals to find solutions for families and communities facing challenges; however, we believe that the people at the heart of such challenges are best placed to make decisions and put together plans to overcome them. We know that we are all more committed to carrying out plans for our own welfare and for that of our family and community if we make those plans ourselves, rather than being expected to act on decisions made for us by others.

At the core of our work is empowering people to proactively engage in decisions that affect them. Good decisions are based on accurate information and trusting relationships; our services are therefore open, honest, and based on mutual respect.

We currently deliver Family Group Conferences in the arena of Children's Social Care, enabling families to develop plans to keep their children safe and within the family unit. We aim to grow our impact in this field through the development of new services and a revitalized training arm.

Society is facing multiple challenges including an aging population, a mental health crisis, an NHS that is overwhelmed and a growing prison population. It is our ambition to deliver services in some of these or other areas where we believe they will make a difference to individuals, families, and communities.

It is not enough to simply say that it is what we are going to do. It is paramount that we measure our impact to ensure that we are achieving our objectives, fulfilling our mission, and working towards our vision. Most importantly we need to ensure that our beneficiaries are experiencing positive outcomes from our services. For this reason, developing our impact practice forms a core part of this strategy.

We cannot achieve our vision alone and will continue to build positive and meaningful partnerships with colleagues in the statutory and voluntary sectors. We know that partnership and collaboration will be key to engaging more people with their wider networks, enabling them to make informed decisions that improve their quality of life.

Chair - Max Bullough

CEO - Debbie Burns

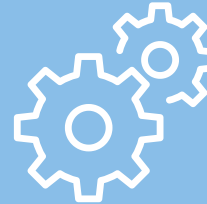
Context

Children in Care

A child who has been in the care of their local authority for more than 24 hours is known as a Looked After Child.



82,170
CHILDREN IN
THE CARE
SYSTEM IN
2022



31,010
ENTERING THE
CARE SYSTEM
FOR THE FIRST
TIME IN 2022



Adult Social Care

This covers a wide range of activities to help people who are older or living with disability or physical or mental illness live independently and stay well.



2050

POPULATION AGED 85+
SET TO INCREASE BY 136%

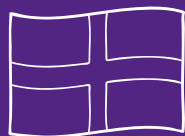
POPULATION AGED 65-85
SET TO INCREASE BY 40%



13,000 HOSPITAL
BEDS PER DAY
TAKEN UP BY
PATIENTS FIT TO BE
DISCHARGED



29% OF
PEOPLE
REQUESTING
SUPPORT
FROM ADULT
SOCIAL CARE
RECEIVED
NOTHING IN
2022

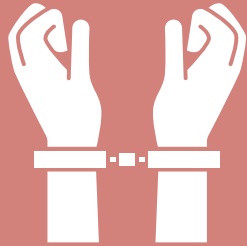


541,535 ADULT
SAFEGUARDING CONCERNS
ACROSS ENGLAND IN 2022

Context

UK Prisons

A public building used to house convicted criminals and accused persons remanded in custody and awaiting trial.



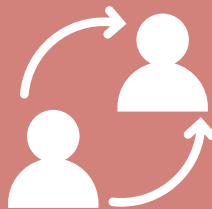
UK PRISON
POPULATION OF
89,520 IN 2022



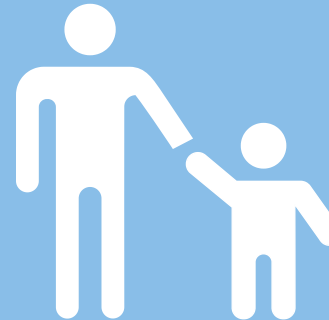
PREDICTED UK
PRISON
POPULATION OF
108,750 BY 2026

UK Mental Health

Mental health is a state of well-being in which the individual realizes his or her abilities, can cope with the normal stresses of life.



4.3
MILLION
REFERRALS
FOR
MENTAL
HEALTH
SERVICES IN
2021



400,000 CHILDREN AND
YOUNG PEOPLE PER
MONTH IN CONTACT
WITH CAMHS

YOUTH HOMELESSNESS UP BY 40%
2016-2021



Vision

A world where 'families' and communities work together to make decisions and solve problems affecting their lives.

Mission

By engaging people with their wider networks, we aim to help them make informed decisions that improve their quality of life.

Core Aim 1

Harness the power of families and communities to solve problems

Core Aim 2

Empower people to proactively engage in decisions that affect them.

Core Aim 3

Champion the voice of children, young people, and adults who might otherwise remain unheard.

Objective 1

To grow and develop sustainably to have impact now and in the future.

Objective 2

To create a culture of learning that improves the difference we make.

Objective 3

To raise awareness of Daybreak's services to a wider audience.

Firm Foundation 1

Robust Governance.

Firm Foundation 2

Highly skilled and motivated people.

Firm Foundation 3

A Culture of Continuous Improvement.

Firm Foundation 4

Financial sustainability through a sound business model and good financial management.

Our Values

Our values underpin how we behave, both as individuals and as an organisation.

We are Professional

We act with integrity and are transparent in our actions. We are reliable and care about our responsibilities. We hold ourselves to account and take responsibility for our actions, using experiences as opportunities to learn and grow. We are dedicated and committed to making a difference through all that we do.

We are respectful

We do not judge others and are inclusive, celebrating and embracing our differences. We actively listen to and value opinions and ideas equally; we know that this supports our learning and strengthens the difference we make. We involve people in decision making and this is the foundation on which we are built. We constructively challenge each other to ensure that we maintain our high standards. We are caring and compassionate in our interactions with others.

We are Trustworthy

We are dependable and can be counted on to do what we say we will do, building genuine relationships with others to achieve this. We are open and honest in our communications ensuring that everyone understands the reasoning behind our actions. We respect confidentiality unless we are concerned about someone's wellbeing or safety, and we treat people fairly.

Firm Foundations

Our foundations are built upon our values; they are key to achieving our mission and vision.

Robust Governance

We will:

- Ensure we have diverse and representative group of trustees with a broad range of skills who can bring expertise to the running of the organisation
- Have trustees who are engaged and interested in all aspects of the organisation
- Ensure that trustees understand their role and its responsibilities to ensure that the organisation remains compliant with all regulatory bodies
- Provide trustees with robust and relevant information so that they can make sound decisions
- Have trustees who can advocate for what we do and support the growth of the organisation
- Require trustees to challenge and hold the executive to account to ensure effective and efficient management of the organisation

Highly skilled & motivated people

We will:

- Ensure we have a work force that is well trained, experienced and motivated to deliver and grow our service offer
- Provide access to high quality personal and professional development alongside shared learning opportunities that support our ambition and meet the needs of our beneficiaries
- Ensure that everyone understands their roles and responsibilities and can work cohesively to provide high quality services to our beneficiaries
- Maintain rigorous quality assurance, monitoring, and contract management so that all those who benefit from our services know that they are receiving support of the highest quality
- Provide strong management and good communication to pursue our ambitions through collaborative and partnership working
- Hold each other to account for our decisions and our actions to ensure we provide services of the highest quality to our beneficiaries

Firm Foundations

Our foundations are built upon our values; they are key to achieving our mission and vision.

A Culture of Continuous Improvement

We will:

- Ensure that our people are actively involved in creating a culture of continuous improvement that serves our beneficiaries and our organisation
- Pursue effective and efficient systems that drive quality of service
- Use processes and procedures that enable us to be flexible whilst maintaining quality
- Engage in impact practice to provide insight into our services so that we can demonstrate positive outcomes from and make improvements to our services
- Seek to understand the needs of our beneficiaries and develop relevant services in those areas where we can make a difference to their lives

Financial sustainability through a sound business model and good financial management

We will:

- Have diversified income streams including contracts, grants, donations and self-generated income to ensure that we are not over-reliant on any one income source
- Build adequate reserves and make sound investments to enable us to remain sustainable, ambitious, forward thinking and innovative
- Maintain robust financial controls that ensure we use our resources effectively and efficiently and that we remain compliant with all regulatory bodies
- Ensure that our services are priced appropriately and generate enough income to cover all associated costs
- Market our services effectively and remain aware of the changing needs of our beneficiaries and customers

Objective 1

To grow and develop sustainably to have impact now and in the future.

We want to ensure that Daybreak continues to make a difference to the lives of children, young people, and adults facing challenges. We want to enable more people to have access to our services that we know will have a positive impact on their lives. We will do this by:

1) Increasing the range of services we offer.

2) Increasing and diversifying our income funding

3) Increasing the number of partnerships we have with a variety of different organisations.

4) Broadening the areas in which we deliver our services.

5) Ensuring that the Board is relevant for both now and the future.

Objective 2

To create a culture of learning that improves the difference we make.

We want to ensure that our services are relevant and effective in making the most difference possible to our beneficiaries. We want to be as effective and efficient as possible in delivering on our mission. We will do this by:

1) Developing the effectiveness of our impact practice.

2) Developing opportunities for our beneficiaries to engage and enhance our learning.

3) Increasing engagement with our staff team.

4) Prioritizing staff development and learning opportunities.

5) Creating a culture of learning and reflection at Board level

Impact Practice

What we do to understand and improve our impact. This can include planning desired impact, planning how to measure it, collecting information about it, making sense of that information, communicating it, and learning from it.

Objective 3

To raise awareness of Daybreak's services to a wider audience.

We want more people to be aware of the difference we make for our beneficiaries. We want to celebrate and engage stakeholders with our successes and grow our supporter base. We will do this by:

1) Developing the effectiveness of our impact practice.

2) Developing and implementing a marketing and communications strategy.

3) Promoting the difference we make to stakeholders.

Impact Practice

What we do to understand and improve our impact. This can include planning desired impact, planning how to measure it, collecting information about it, making sense of that information, communicating it, and learning from it.