

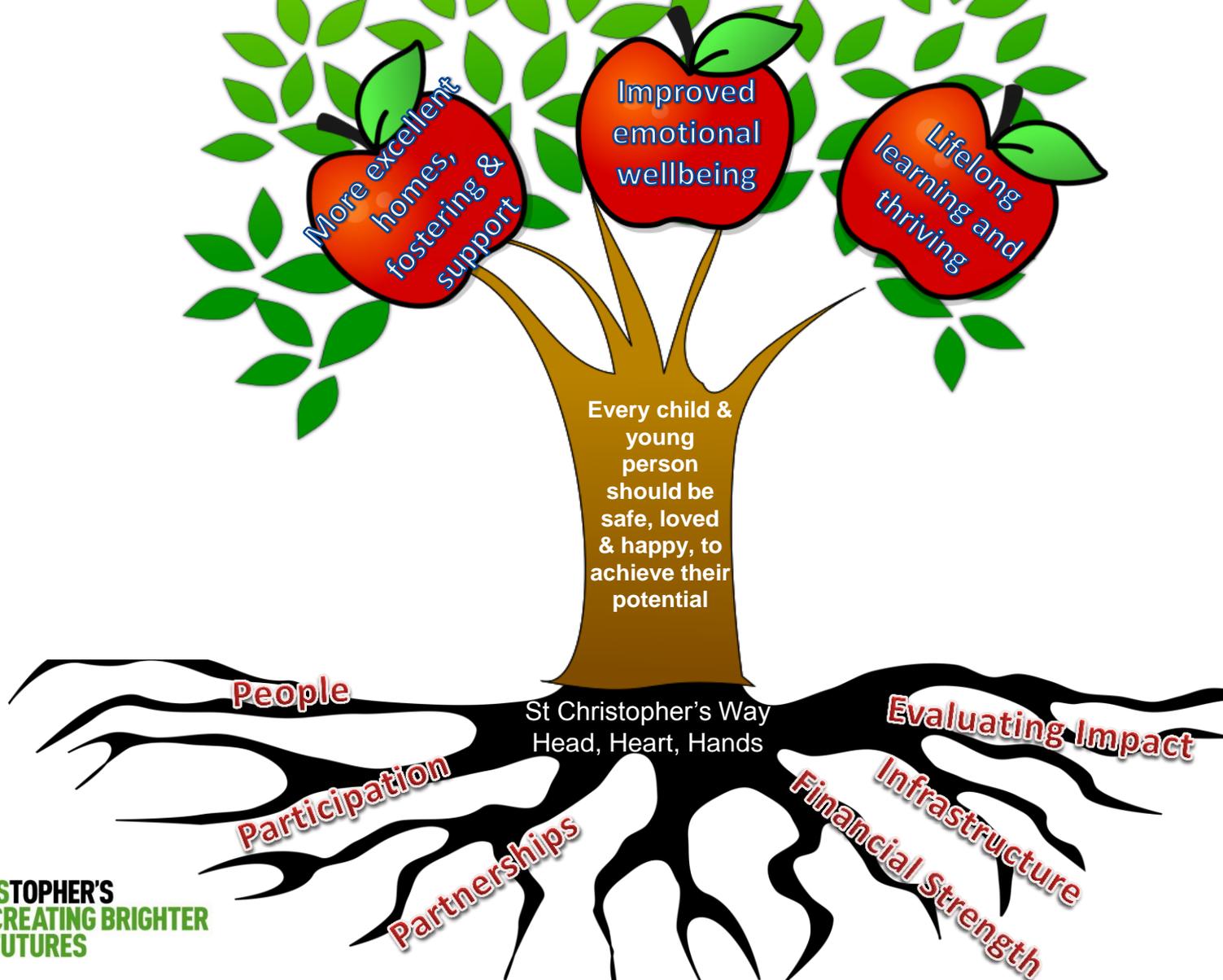
St Christopher's Strategy

Our strategic aims: 2018 - 2023

StCHRISTOPHER'S
CREATING BRIGHTER
FUTURES

Caring for children and young
people since 1870

Brighter futures for double the number of children
and young people by 2023



Our Vision and Mission

St Christopher's vision is for every child and young person to be safe, loved & happy, to achieve their potential and have a bright future.

St Christopher's mission is to create brighter futures for children and young people.

We do this by providing fostering, residential and support services where children and young people can feel safe and cared for. We support them to make positive relationships which give them the confidence to succeed.

Our Values: Our Ways of Working

We **care** about children, young people and our staff.

We know that trusting relationships transform lives, and our staff and carers work to promote positive relationships with children, young people, and their families and friends. We are always looking to improve how we work together within St Christopher's and how we work with our commissioners and supporters.

We are **respectful** of every individual, and value the strengths in everyone.

Our approach is founded on a commitment to individual human rights. We value our teams for what they bring and the way they support children and young people to be who they want to be.

We are **professional** and committed to reflection and continuous learning.

We have high standards, and we learn and improve by reflecting together.

We are **flexible** and agile so that we can be fit for the future.

We do everything we can to respond to the individual and changing needs of the children and young people we look after, and to respond to what each of our commissioners want us to deliver.

We are **honest** about what we can do, and optimistic about the future.

We don't promise what we can't deliver, and we strive to achieve more.

We are **creative**, and passionate about positive change.

The best insights into how to create positive change come when we listen to children and young people. We do things together and have fun together so that we can create energy and enthusiasm for change. We are innovative, push boundaries, and use data and evidence to continually improve.

Brighter futures for more children & young people

To create brighter futures for more children & young people we need to be strategically focused. Having clarity about our goals enables us to be agile and flexible in responding to different opportunities to achieve our ambition. Through dialogue with our young people, carers, staff and stakeholders, we have committed to three strategic aims over the next five years:

1) Create more excellent homes, fostering and support for children & young people

Children and young people have told us that it's the relationships with carers in our fostering and residential services that make their houses feel like homes. Over the next five years we want to offer more excellent homes to even more children in care and care leavers. We will do this by focusing on growing our residential, fostering & support to provide services to double the number of children & young people by 2023.

2) Improve emotional wellbeing

We will develop clinical therapeutic input across all of our services, so young people, carers and staff receive the expert advice and support they need, when they need it. Building on our existing strengths in attachment theory and social pedagogy, we will partner with mental health organisations to develop holistic, empowering, relationship-centred ways to improve emotional wellbeing.

3) Promote lifelong learning and thriving

Our staff succeed with some of the most excluded young people through relationship-centred, creative approaches to learning that equip them for life in the world. We will increase capacity in the education & life skills teams to support more young people to achieve.

We will expand the number of young people to whom we offer work experience to 5% of our workforce by 2023.

We will collaborate with young people to help make each step of their journey to independence easier, maintaining important relationships with people that matter most, whether friends, family, carers, or St Christopher's staff.

We will continue to invest in training and supporting our staff to enhance learning and develop skills to promote growth and career progression.

Philosophy of Care – “The St Christopher’s Way”

Our core philosophy of care is inspired and guided by the principles of social pedagogy, integrating **head, heart** and **hands** in all we do: we call it the St Christopher’s Way. We understand that for children and young people, it’s often not *what* we do, but *how* we do it that makes the biggest difference.

Six pathways to achieving our ambition

Participation of children and young people in all aspects of St Christopher’s is fundamental to our success, because we recognise that young people are experts in their own lives. Finding innovative ways to constantly improve the care we provide comes from listening to young people and involving them.

Our **People** are fundamental to making St Christopher’s a great place to work and we want our staff to benefit from our culture of lifelong-learning and thriving as well as our young people. We will continue to invest in our workforce so that they know they are valued for the incredible work they do in caring for our young people. We will continue to recruit a workforce as diverse as the young people we look after.

Partnerships in the statutory, voluntary and private sectors can help us achieve our ambition. We will continue to nurture our existing relationships and seek out new partnerships.

Infrastructure is really important to our young people and staff. We will continue to invest in all aspects of our infrastructure, including our properties which will be well maintained and IT services which will be fit for purpose, making best use of technology so we can spend more time with children and young people.

Financial Strength is crucial if we are to offer our children and young people the lifelong support and stability they need. Rigorous financial governance, best use of our assets, pricing that reflects the value we deliver and increased fundraising will ensure we have the resources we need to invest in our children and staff.

Evaluating Impact is key to our learning and efficacy and helps us build our reputation. We will capture our learning & knowledge, evaluate the impact that we have and share our knowledge with the wider sector to benefit more children. We will embed a culture of organisational learning.