



# Our Aberlour

## A Strategy for Success

### 2015-2018



## Introduction to Our Aberlour

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 the following services: residential care and fostering, dependency, early years, disability and youth work.

With 140 years of experience and learning behind us, we now intend to reinforce our reputation as Aberlour – Scotland's Children's Charity, *the* leading Scottish children's charity and a major force for change.

This document outlines our strategic plan for 2015–2018, articulating how we will achieve our aims and the measures we will implement to ensure our success.

### **Our Vision**

The children, young people and families we work with face a great many challenges. Consider those of the family of a child with very complex needs, desperate for a break from their dual roles as carers. Or those of the child, growing up with a parent using drugs or alcohol, struggling in school due to chaos at home. Or what of those of the young person coming of age in a residential children's home, thinking about the future?

At Aberlour, we recognise the unique nature of human experience. Our person-centred approach to service delivery quite simply, changes lives while our influence in the political sphere ensures that the voices of our children and families are heard when legislation is made. We make a unique contribution to supporting those with very complex life histories and needs, managing to support those where other providers have failed.

This approach lies at the heart of our vision which is:

**“To transform the lives of the children and families we work with and, through this, contribute to building a fairer and more equal society.”**

## Our Values

These are the guiding principles that underpin all that we do. Our values inform our interactions with the children and families we work with, external partners and stakeholders, and importantly, with one another as colleagues.

**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-centered organisation that stands up for the rights of all children and families, a culture of respect is inherent in all of our work.

**Integrity** means doing the right thing, even when no-one else is watching. 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 ways to do things. We are committed to learning and developing improved ways of helping Scotland's children and families. We will be innovative in our approaches, to ensure we are doing the best for our children and families.

**Challenging** means testing ourselves and those around us. It means not accepting the status quo. Within Aberlour, we will challenge ourselves to be the best we can be, as a provider of choice. Externally, we will use our campaigning voice to challenge decisions in the policy sphere, to ensure that our families' voices are heard.

*In adhering to our values, we will embody a person-centered culture in Aberlour and this will remain at the heart of who we are, what we do and why we do it.*

## Our Ambitions

### ***Grow and deliver services in and out-with Scotland***

We will take up opportunities to grow and deliver services in which we have a proven track record, to reach additional children and families who need our help.

### ***Leverage a step-change in funding and resources***

We will assess new opportunities and innovative models of funding, including mergers and acquisitions, in order to lessen our reliance on traditional funding sources.

### ***Become the leading edge organisation of choice***

We will develop a powerful narrative that evidences our innovative and sustainable approaches to service delivery. We will choose the best partners to complement what we do, and we will embed volunteering and mentoring throughout the organisation.

### ***Shape and lead through new campaigns***

We will create bold new fundraising campaigns with the voices of our children and families at their heart. We will tell their stories and share the impact of our work, to influence policy at a national level. We will develop formal links to the University sector, to influence skill-based learning programmes.

### ***Provide a platform for lived experiences***

We will continually consult and act on the views of our children and families, and link their experiences to our research and influencing work. We will build and develop a person-centred culture that hinges on our understanding both of those we support, and with one another as colleagues.

## Our Strategic Drivers

The following strategic drivers enable us to derive measures of success for each function.

### **Quality**

To become the leading edge organisation of choice.

### **Growth**

To grow and deliver services in and out-with Scotland.

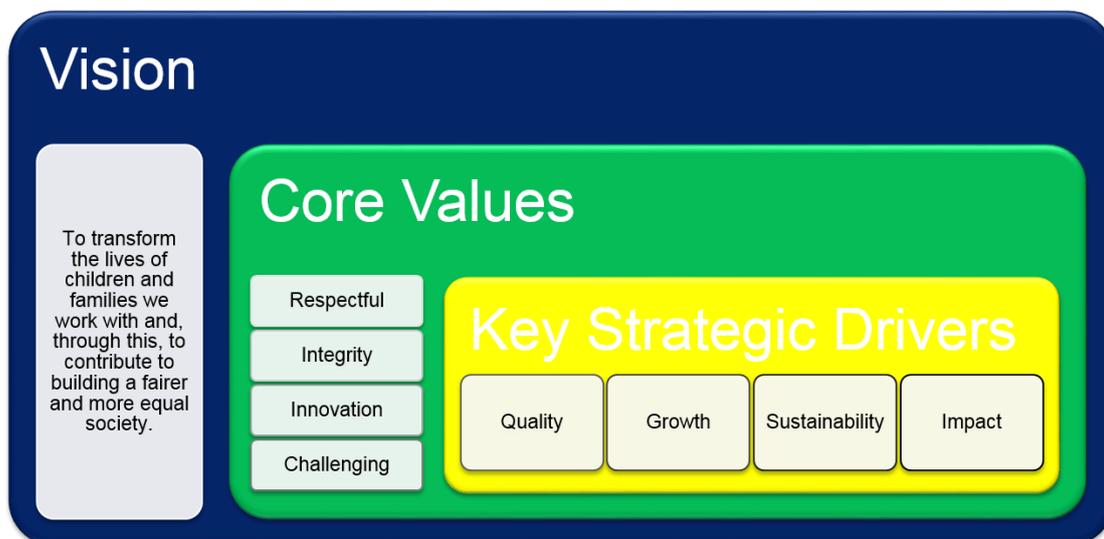
### **Sustainability**

To leverage a step-change in our resources.

### **Impact**

To provide a platform for lived experiences.

A full overview of directorate goals and key objectives in 2015-18, is found in the Corporate Business Plan in support of Our Aberlour. The interplay between our vision, core values and key strategic drivers is illustrated below.



## Our Strategic Themes

Our strategic priorities fall under the banner of five key themes, within which we have a proven track record of delivering services. Working within these themes, we will identify opportunities that fit with national policy developments and funding opportunities.

### ***Specialist residential and fostering services***

At the heart of Aberlour's work since its inception 140 years ago, we will continue to provide specialist residential support and foster care for children and young people.

### ***Specialist services for children affected by parental substance misuse***

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 from drug and alcohol use.

### ***Early years and family support***

We will work with vulnerable and disadvantaged families to promote positive parenting, early years learning and social skills with families with very young children, to make sure they have the best start in life.

### ***Disability services for children and young people with complex needs***

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 support options.

### ***Early intervention for older children and young people***

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.

## Our Commitment

Aberlour staff and the Board of Directors have been consulted throughout the creation of the Our Aberlour strategy, and their purposeful involvement will be crucial to successful implementation.

A Corporate Business Plan has been created which is informed by a set of Operational Business Plans, which ensure its relevance and create a clear route to influence the activity of Aberlour. This improved internal governance will ensure alignment with the Our Aberlour strategy at all times.

We have further created a single Change Management Board within the organisation. The Change Management Board will oversee the work of key workstreams identified to take change forward. Each workstream will include staff members from a variety of organisational functions and with particular areas of specialism.

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

“These steps, along with a culture that has trust and personalisation at its core, will ensure we can deliver Our Aberlour. In doing so, we will achieve our vision, to transform the lives of the children and families we work with and, through this, contribute to building a fairer and more equal society.”

SallyAnn Kelly | Chief Executive

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