

Making a difference with everyone in children's lives

NSPCC strategy 2021-2031

What we're setting out to achieve

With less early support for families, and growing challenges in terms of online safety, we predict that without our work, more and more children will experience child abuse and neglect. In the last four years, we have helped make more than six million children safer from abuse. But we want to do better still.

Over the next decade, we want to protect more children every year by involving many more people in preventing the abuse and neglect of children from parents and teachers to members of the public – harnessing their kindness to create a social safety net that keeps many more children safe.

And this 10-year strategy – built on over 100 years of experience, and insight from you and others we work with – sets out how we will take one step closer to achieving our charitable purpose of preventing all child abuse and neglect.

What will guide us

We've looked at the latest child protection research, listened to what you and others told us about what we do best, and thought about how we can grow our income in a fast-changing world.

"Are we going to be a bit good at a lot or famous for a few?"

- staff strategy roadshow workshop

It was clear that **we need to do fewer things better**. By focusing on less we will achieve more. Many of you recognised our limited resources and championed that we use them wisely. So we learnt that it's really important we:

- build on our strengths; using our experience and evidence to make the choices that will make the most difference
- encourage everyone in children's lives to use their kindness to help keep children safe in a simpler and more convincing way. And for this to join up better locally as well as nationally
- make sure the voices of children and frontline practice are both more present and more prominent in what we do
- [embed equality, diversity and inclusion](#) (EDI) as an integral part of our strategy, ensuring we increase our reach to groups or communities we aren't currently reaching; and
- build our income generation plans in order to deliver and grow our work.

Equality, diversity and inclusion is an integral part our strategy

Our new strategy must have equality, diversity and inclusion baked into it from the start. After all, we believe that every childhood is worth fighting for. And we know this is really important to you too – this came up as a strong theme from both staff and volunteers in the strategy roadshows. There is already brilliant work underway across the organisation, driven by our Network Groups and EDI Champions and Steering Group. In addition to this activity, we want to understand which groups or communities we aren't currently reaching, and find ways to increase our reach to these groups in future. We have commissioned a consultancy specialising in change, diversity, leadership and development to undertake consultations with Black families, Dual heritage families, Muslim communities, Learning disabled children, LGBTQ+ children to seek feedback around perceptions of the NSPCC and potential barriers to engagement as well as suggestions on how we could improve our support for these groups.

There is a huge amount more to do and our EDI Champions, Network Groups and EDI Steering Group are working hard on a range of other priorities.

The following principles will guide how together we will build the plans that will achieve our strategy.



Focus more on preventing child abuse and neglect

We need to get ahead of the rising numbers of children at risk of abuse so that, with everyone's help, we can stop child abuse and neglect before it starts. Prevention is in the name of our charity. It is at the heart of what we do. So we will work to have more early help available, continue to prevent abuse and neglect happening in the first place, and concentrate on stopping it faster once it's started.

“From the strategy framework, I noticed that you used the word ‘prevention’, which is the main focus of the NSPCC overall campaign and which should be given more importance in terms of dedicated resources”

- Volunteer strategy roadshow workshop

“There is a reduction in the level of universal, early help and preventative services and the levels of need and risk factors are rising”

- our 2019 insight gathering



Inspire more people to be there for children

We need everyone in children's lives to come together to keep children safe and to help us to achieve an impact on a larger scale. We'll offer lots of exciting and inspiring ways for people to help us. We will inspire more people to be there for children, and to learn how to talk to them comfortably about abuse, so that if they ever experience it, they know they can come to them for help. We'll ask people to raise concerns with those who work directly with children, or call our helpline, anonymously.

Young people told us that they 'would like the public to have more awareness of the signs of abuse and neglect and know what to do if they are concerned about a child/young person'.

Will the Schools Service be introduced in secondary schools?

Our work in schools is valued and seen as a strength of the NSPCC. Most of our work in schools today is targeted at primary schools but there are a cluster of different ways in which we are also connected to secondary schools which we have begun pulling together more coherently. Children and young people, our own staff and volunteers, and professionals across the education sector have told us that they feel the NSPCC could contribute more distinctively and influentially in secondary schools building on what we have achieved with primaries.

We have been welcomed into 90% of primary schools through Speak out Stay safe and we've built our knowledge about whole-school approaches to safeguarding through the Keeping Safe programme. NSPCC Learning gives us a strong platform to lead on professional development in the sector. We have experience of delivering targeted services in schools through some service centres. We know that the education sector sees us a trusted place to turn for support.

We are exploring how we could do something of real value in secondary schools and define a clear purpose for what this would seek to achieve. It is unlikely that what works for a primary setting would be appropriate for older children. We have appointed a Project Manager in the Schools Service team to guide us through the project definition and development. The Schools Forum, a cross-directorate group, will oversee and support this work.



Work in partnership

We've learned that by working in partnership we can reach more children. We will do more of this, collectively, so we can be there for even more children. Coming together with others in communities to keep children safe, teaching children to stay safe through schools, working directly with children and families, and continuing to lead the fight for child safety online, will help us to prevent more child abuse and neglect.

"Joint working is the way forward around child protection issues, you'll never fight it on your own"

- external child protection leader



Be more joined up

We will change the way we organise ourselves to be more joined up in how we prevent cruelty to children through a more cohesive and integrated offer. This includes how volunteer groups are more joined up too. We know that local context matters - that's why we're already putting even more effort into working with communities to change the environments in which children live. Blackpool Better Start and our four Together for Childhood sites have already started to show us how this can work.

“More allowance for local decision making; we can tap into need and delivery opportunities locally, knowing what is needed in the local area”

- staff strategy roadshow workshop

So that we are here for every child across the UK we need to be nationally significant and locally relevant; balancing our responsibility as a national charity and responding more to local need.

Currently, the way we look at regions and group together counties in the UK varies in different parts of the organisation. Going forward, we will have a shared national strategy but it will be versatile enough so it can work effectively in the three nations and six English regions below:

- * Scotland
- * Wales
- * Northern Ireland
- * North West
- * North East & Yorkshire
- * South West & Channel Islands
- * Midlands
- * London & South East
- * East of England

We will establish a project team to look at how we should organise ourselves and the services we offer for children and families across these locations so we can strengthen our impact by working together better.

“A greater balance of national direction and consideration of local need”

- staff strategy roadshow workshop

What this means for you - our volunteers

Over the coming months, a project team will look at how our strategic principles will best translate into each of the nations and regions. This will help us all to see what changes will need to be worked through across our teams and what timescale is practicable. What this means for our services and our service centres is something that we'll work through together over the coming months.



Be trauma informed

All of our work with children will be underpinned by an understanding of trauma, the impact of this, and the risks of re-traumatisation. By responding to something early, we can prevent an experience of harm from escalating into a lifelong impact of trauma. This understanding already informs much of what we do, e.g. services we deliver directly to children and families, and our Childline approach. We want to help others with this too – to develop a shared awareness of trauma and ensure that all children get the response and support they need. We want to understand which groups or communities we aren't currently reaching, and find ways to increase our reach to these groups in future so that our accessibility and reach is inclusive.

“Adversity itself is ubiquitous, and everyone has it. But it becomes trauma when a child experiences their mind being alone. If there is another person there to help them interpret their experience, to interpret their mental state that child is protected – to some degree.”

- Peter Fonagy, psychoanalyst and clinical psychologist



Draw on our strengths

We'll continue to enable others to adopt practice we know works, drawing on our own experience of working directly with children, including those who have experienced abuse and neglect, to the benefit of the wider child protection system. We will influence others well beyond what we can achieve ourselves, through our behaviour change and policy influencing. And at the core, we will support and develop our people with the confidence and skills they need.

“A respected voice for children”

- volunteer organisational strengths research 2019

“Our campaigning – we punch above our weight, and we really achieve change”

- staff organisational strengths research 2019

Getting ready to deliver our strategy

To help us grow into the organisation we need to be to deliver our hopes and outcomes for children from 2021, we need to make changes to how we're organised, where and how we work, and the expertise and ethos we work towards. We also need to adapt to the times and ensure we have the right processes and technology in place to give us the tools to successfully achieve our vision for children.

There are a small number of specific changes to the leadership structure of the charity which flow directly from our ambitions post 2021, that will strengthen our ability to deliver what we will need to. These decisions have all been subject to appropriate scrutiny and challenge, including the involvement of the NSPCC Chair, the two Vice Chairs, the Chair of the Services Committee and the Chair of Audit and Risk - who are all supportive of these changes.

- * We recently said that we will bring all income generating activity together under a single director, Jo Swinhoe, and are already beginning to see the benefits of that in recent campaigns.
- * Our communications function will be led by an experienced marketer David Hamilton who joined us on 3 June.
- * Brett Terry is leading People and helping us to grow and sustain our volunteer workforce through the Volunteer Engagement Programme.
- * And through David Roberts' Corporate Services leadership, we are ensuring we have the right financial controls and resources to keep the organisation running responsibly.

In addition to this we will be:

1. Introducing a new Technology directorate to capitalise on new technologies.

All our services need to understand how best to take advantage of digital and mobile technologies – recent weeks have only emphasised this further. To lead this area, we're recruiting a Chief Technology Officer, and our Information Services, Supporter Data and Digital Production teams will join this directorate to ensure we make the most of their talent, skills and expertise.

When? Recruitment begins in June; the successful candidate will join later in 2020 and will lead the transition as the teams come together under one directorate.

2. Bringing together our expert knowledge across policy, research, practice, child protection advice and an understanding of our impact, under one directorate – Strategy and Knowledge.

Our leading role as experts in child abuse and neglect has been commented on time and again. We will concentrate all our knowledge based roles under a single director so we have a single, strong, evidence based centre to all we do. These changes will occur once the new director is in place but the intent is clear.

When? Recruitment begins in June, the successful candidate will join later in 2020 and will lead the transition for the teams involved.

3. To have a more cohesive and integrated services offer that better meets the needs of children and young people, families and professionals across the UK, a single Director of Services will lead us towards that goal.

With Sherry Malik, director of Children's Services, having indicated she would like to step down from full time work at the end of July, Claire Johnson, director of National Services, will take on this role. We will continue to draw on Sherry's expertise up until 31 July.

Claire will bring vast experience and compassion in national children's services and operational change to this role, and will initially work with Sherry to ensure there is a full spectrum of practice based advice to support her. Claire has developed and led some brilliant services and she is passionate and committed in helping us all be the best we can for children. Claire will be supported by a lead adviser on social work and other developments under discussion to strengthen the voice of practice and of young people themselves in Trustee and Executive Board discussions.

When? Sherry is stepping down at the end of July 2020, and this is when the NSPCC's services will come together as one directorate led by Claire Johnson.

What this means for you – our volunteers

All our service volunteers – *Speak out Stay safe*, Childline and Young Witness Service will be part of the staff and volunteer teams who will come together as one directorate Services led by Claire Johnson.

4. Recruiting two new trustees, including one to strengthen our existing expertise in practice and social work, and another aged between 18-25, ahead of our next Annual Council Meeting in October. Having young people at the centre of our decision-making was one of the priorities Neil Berkett emphasised in his role as Chairman last year. The young trustee will also have a key role in the young people's advisory board which will be constituted as part of our society-wide Young People's Participation plan.

When? Recruitment began in June and you'll have seen these included in some of the email updates we've shared with you.

These changes mean that, once all roles are filled, the Executive Board will be set up as follows:

- * Peter Wanless, Chief Executive
- * David Roberts, Director of Finance and Corporate Services
- * Jo Swinhoe, Director of Income Generation
- * Claire Johnson, Director of Services (with Sherry Malik until end July)
- * David Hamilton, Director of Communications and Marketing
- * Brett Terry, People Director
- * Recruiting for, Director of Strategy and Knowledge (with Maria Tuck acting up to Director of Strategy, Policy and Evidence in the meantime)
- * Recruiting for, Chief Technology Officer