

CALA Strategic Plan 2021 – 2026

Vision

We deliver high quality services that nurture and support children and families

Children, families and our team are at the heart of all we do

Aim 1 - We will provide high quality services for children and families

Aim 2 - Children and families will have access to inclusive services

Aim 3 - Our workforce will be professional, skilled and valued

Aim 4 - We will be a dynamic, responsive and sustainable organisation

Aim 1 - We will provide high quality services for children and families

Quality services

- We will provide high quality services across all areas of our work
- We will seek to provide new, flexible and sustainable childcare, including holiday provision, in consultation with parents, to meet needs of diverse communities
- We will expand and develop our relief childcare services through our staffbank looking at innovation and flexibility to meet needs

Family learning and play

- We will promote and support play as the key way for children to learn with families and wider community
- We will develop an understanding and promotion of the benefits of outdoor play
- In absence of other organisations in Highland, we will seek to develop and promote play across Highland
- We will provide community based support to families across the area both virtually and face to face
- We will develop a targeting pathway of services from pre natal to transitions into ELC and beyond
- We will work with partners to develop new family learning services (for example weekend services, play, cooking etc) where the child and family play and learning together across a wide geographical area

Training and Development

- We will develop new training and learning opportunities to staff, volunteers and families
- We will work in partnership to ensure the safety of children
- We will use IT and social media to provide inclusive and accurate information and guidance

Expanded services, reach and innovation

- We will use research and data to develop new services in a sustainable way
- We will expand our services including training and family services into Moray, Aberdeenshire and Argyll and Bute and beyond
- We will pilot new ideas as tests of change using reflection and evaluation
- We will work in partnership with local and national organisation to provide services in an innovative and cost effective way
- We will continue in our representation and influencing role for benefit of children and families and the whole sector and work regionally and nationally to develop, impact and meet emerging policies and guidance

Aim 2 - Children and families will have access to inclusive services

Rural flexible services

- We will use innovation to develop services across remote and rural areas to meet specific challenges of Highland geography
- We will provide and promote locally place based sustainable services
- We will offer a variety of means of access using a hybrid model of face to face and virtual where appropriate
- We will work in partnership to provide services to all communities including Gaelic, Polish and Traveller communities
- We will continue with our model of peripatetic management to ensure quality services are provided in most remote and rural areas

Inclusive services and early intervention

- We will explore the development of new services supporting children with ASN in our communities
- We will work collaboratively to provide services that support reduction in child poverty and a closing of attainment gap
- We will ensure robust implementation and promotion of UNCRC and embed children's rights in all that we do
- We will support early intervention services in a targeted and joined up way working with partners to ensure children and families are supported
- We will continue to work in partnership with Inverness Prison to develop parenting services
- We will provide support in partnership to children and families who have been displaced
- We will support wellbeing for children and their whole family
- We will support intergenerational work to provide maximum benefits to all ages and communities
- We will work in partnership to deliver innovative interventions and programmes such as Active Play, X programme, VIG and Smart Start

Transitions

- We will support the transition of children at all steps of their journey offering bespoke child centred solutions
- We will work across our family and ELC services, and with parents and other partners to ensure a child's transition is seamless

Aim 3 - Our workforce will be professional, skilled and valued

Support for our staff - TeamCALA

We will value and care for our staff

We will actively consult, support and listen to our staff and gather staff views that inform the organisation

We will ensure a robust and consistent induction and ongoing support and supervision of all our staff

We will seek to ensure an inclusive and diverse workforce using Fair Work practises

We will support flexible transferrable skills within our staff

Pathways into and through the sector

We will support pathways into the sector, and through CALA into leadership roles , using mentoring, support and recognition of prior learning for career changers

We will 'grow our own' through apprenticeships and other pathways

We will work with schools, further/higher education bodies and other organisations to promote a career in CALA to a wide range of people and backgrounds

We will provide peer learning opportunities for staff and ensure our staffing models are appropriate and sustainable

We will provide supported opportunities for volunteering

Valued, diverse and sustainable sector

We will continue to push for increased pay rates for the sector

We will provide opportunities for career entry and development through our Staffbank

We will advocate for the 3rd sector as a valued and recognised professional workforce

We will provide opportunities for students and those new to the sector to gain work experience through staffbank or summer programmes

Membership support

We will continue to support our members with advice, guidance and practical help

We will provide training and development opportunities to sector in a flexible and accessible way

We will share best practise across the sector

We will continue to consult with our membership on their needs and challenges and seek to provide solutions as services

We will develop new services for members in response to identified needs and increase our reach and membership numbers

Aim 4 - We will be a dynamic, responsive and sustainable organisation

Income diversification and funding

We will seek to diversify our income streams by using research and analysis to provide data on appropriate services, including consultation with parents
We will seek new funding partners to help deliver new services based on robust intelligence and data to ensure they are appropriate and sustainable
We will develop new training and learning virtually and face to face to meet needs based on research and intelligence
We will grow our payroll services to provide a quality service to a wider range of customers within children service sector

Marketing and branding internally and externally

We will market our services locally and nationally and ensure the CALA brand is recognised and valued regionally and nationally as one of quality, reliability and choice
We will provide regular information to parents and users to ensure they are aware of all CALA services
We will ensure consistency of branding across all our services so people know they are using a CALA service
We will provide information in a variety of format to meet different styles and access needs – social media, blogs, newsletters, website etc

Efficient

We will continue to streamline our processes to ensure they are fit for purpose
We will continue to provide a mix of virtual and face to face services and flexible working patterns
We will streamline our governance and company structure
We will streamline and improve our IT to ensure up to date information is easily and consistently available internally and externally
We evaluate and measure success to ensure sustainability and take learning forward

Environmental awareness

We will encourage and promote environmental awareness and understanding to the children and families we work with, sharing best practice across our services
We will conduct an environmental audit to ensure we are fulfilling our role as an environmentally responsible organisation
We will use our profile and services to promote eco friendly practice and services working within a green economy
We will undertake a review of all our services to ensure we are reducing our carbon footprint
We research staff benefits such a cycle to work scheme or other opportunities linked to the reduction in environmental impact