

BASPCAN

3 YEAR BUSINESS PLAN

2016 – 2019



BASPCAN CHARITABLE OBJECTIVES

To protect children from suffering, or likelihood of suffering, significant harm, ill-treatment, impairment of health or impairment of development by the encouragement and promotion of any methods, services and facilities calculated to safeguard and promote the welfare of such children.

To educate and inform the public at large and, in particular, but not exclusively, those persons professionally qualified in any relevant field in all aspects and effects of abuse and neglect on children generally.

BASPCAN KEY OBJECTIVES

Key Objective 1: To ensure the overall governance and management of the Association (MANAGEMENT & FINANCE COMMITTEE)

Key Objective 2 : To develop and grow BASPCAN as a membership association (MEMBERSHIP & COMMUNICATION SUB-COMMITTEE)

Key Objective 3: To promote learning amongst professionals and policy makers with responsibility for supporting families and protecting children (EDUCATION, LEARNING & POLICY SUB-COMMITTEE)

Key Objective 4: To influence others in order to provide better safeguards and protection for children (EDUCATION, LEARNING & POLICY SUB-COMMITTEE)

Key Objective 1: To ensure the overall governance and management of the Association (MANAGEMENT & FINANCE COMMITTEE)

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| OBJECTIVE | 1) To support and manage the staff team at the National Office | | |
| RESPONSIBILITY | Management and Finance Committee (Lead); Board of Trustees; Officer Manager | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To ensure that supervision and annual appraisals are undertaken with all staff | To ensure that the staffing levels and skill levels are commensurate with the organisational requirements | Annually | |
| b) To secure the support of the Board of Trustees for the funding and appointment of a Professional Officer for BASPCAN | | November 2016 | |

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| OBJECTIVE | 2) To ensure that BASPCAN maintains a balanced budget | | |
| RESPONSIBILITY | Management and Finance Committee; Board of Trustees; Officer Manager | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) Present a three year budget to be approved by Trustees | The Association does not need to use reserves to subsidise everyday running costs. | November 2016 | |
| b) To allocate an agreed budget of £1,000 to 2 Sub- Committees (Education, Learning and Policy & Membership and Communication) and to have agreed income and expenditure goals | The Trustees are in a position to use the financial reserves to achieve our charitable and strategic objectives | March 2017 | |

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| OBJECTIVE | 3) To ensure that all policies are up to date and adequate | | |
| RESPONSIBILITY | Management and Finance Committee (Lead); Board of Trustees; Officer Manager | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) All policies are reviewed by due date by National Office and then Management and Finance Committee | The Association is professionally run and Trustees are regularly appraised of any risks | Annual report to trustees | |
| b) The Risk Register is maintained and updated quarterly by National Office Manager before each Board of Trustees meeting | | Quarterly report to trustees | |

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| OBJECTIVE | 4) To make arrangements for long term stability of BASPCAN | | |
| RESPONSIBILITY | Management and Finance Committee (Lead); Board of Trustees; Officer Manager | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) Review of staffing requirements (numbers, skills, location) | To ensure that the longer term stability of BASPCAN is assured through planning for longer term changes in staffing and resource requirements to meet changing needs of membership and work of the Association | June 2016 | |
| b) Succession plan for existing staff | | November 2016 | |
| c) Appoint and prepare an induction for a Professional Officer | | November 2016 | |
| d) Review of office location and accommodation requirements | | March 2017 | |
| e) To develop a position paper on the skill mix required for the Board of Trustees and the process of appointments to the Board | | March 2017 | |

Key Objective 2: To develop and grow BASPCAN as a membership association (MEMBERSHIP & COMMUNICATION SUB-COMMITTEE)

| OBJECTIVE | 1) To increase the membership base | | |
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| RESPONSIBILITY | Membership and Communications Sub Committee (Lead); National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) An increase in new members joining | BASPCAN starts to recruit more members than it loses each year | Survey July 2016; Evaluate July/Aug 2016 | Establish benefits for members – survey, compile exit interview for members not renewing to establish acceptable % not renewing; consider membership fees once position established, current membership fees as % income=45%, liaise with Treasurer to establish aim. Membership and Communications Sub Committee to review and agree actions; compile list of questions for surveys – using previous reports to inform this work; set up survey process using SurveyMonkey; establish immediate steps for branches e.g Irish bank facilities |
| b) A decrease in the number of members not renewing | BASPCAN provides better value for money for members | Survey July 2016; Evaluate July/Aug 2017 | |
| c) To increase income from membership as a proportion of total income | Increase % membership fees | Sept/Oct 2016 with Treasurer | |

| OBJECTIVE | 2) To increase the proportion of members from under represented disciplines | | |
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| RESPONSIBILITY | Membership and Communications Sub Committee (Lead); Education, Learning and Policy Sub Committee | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) Evaluate the proportion of disciplines represented by membership | Provide BASPCAN with established variety of professional inputs | Analyse membership June/July 2016 | Evaluate the current membership areas using membership records from previous 5 years; collate key agencies for variety of professionals around 5 nations; link with E,L and P to assess target groups for events. |
| b) Identify the main discipline agencies | Establish links with key agencies to promote membership | Compile list TBD | Evaluate the disciplines covered – identify changes from previous years; identify gaps from work done in Objective 1. |

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| OBJECTIVE | 3) To evaluate the branch network for members | | |
| RESPONSIBILITY | Membership and Communications Sub Committee (Lead); Education, Learning and Policy Sub Committee; National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) Assess the value of the branch network | Provision of improved structure for members best fitting their needs | Contact branches TBD, Feedback TBD | Contact branches with set questions; possibly hold international branch meeting presenting findings for discussion; establish methods of support to best fit framework; establish methods of feedback to best inform BASPCAN (event evaluation, branch updates) Tabled discussion for Membership and Communications Sub Committee in November 2016; Report to Board of Trustees Nov 2016 with progress and evidenced information, including discussions from Nov 2016 Sub Committee meeting |
| b) To provide support for ensuing membership network | Members better able to associate with BASPCAN | TBD | |
| c) To use feedback from membership to inform the work of the Association | Added value to multi-disciplinary working for professionals | On-going | |

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| OBJECTIVE | 4) To develop the ways in which we communicate to members and raise our profile | | |
| RESPONSIBILITY | Membership and Communications Sub Committee (Lead); Education, Learning and Policy Sub Committee | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| 1. To review and update our promotional materials | Improved resources for branches and National Office to showcase BASPCAN | TBD | Launch website (Chair will progress website launch for June/beginning of July 2016) and schedule review and update; need to gather feedback on changes required; find out what resources are needed for National Office/Committees/Branches for consideration; develop social media and communications strategy. |
| 2. To redesign our web presence | Website providing easy access and added benefit to membership | Launch July 2016; Review Oct 2016 | |
| 3. To review and update our methods for communicating with members | Provide better service to members | TBD | |
| 4. To develop a social media strategy | To enable access to variety of information strands for members | TBD | |

Key objective 3: To promote learning amongst professionals and policy makers with responsibility for supporting families and protecting children (EDUCATION, LEARNING & POLICY SUB-COMMITTEE)

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| OBJECTIVE | 1) To continue to produce a high-quality scientific journal which is accessible and helpful to practitioners, policy makers and academics | | |
| RESPONSIBILITY | Education, Learning and Policy Sub Committee (Lead); Editorial Team and Board; Management & Finance Committee | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To publish six high quality issues of the journal per year with a minimum of 30 original articles | <ul style="list-style-type: none"> i. Continued recognition of the high standard of the journal ii. Improved impact factor to 1.2 by 2017 and within the top 12 journals for social work and family studies iii. The inclusion of the journal in Medline | Ongoing | |
| b) To review the financial and resource business model for the journal | | November 2016 | |
| c) To further strengthen the inter-relationship between the journal and BASPCAN | | Ongoing | |
| d) To further reduce the time between receipt of an article and its publication | <ul style="list-style-type: none"> i. Increase the percentage of papers for which an editorial decision is made within 90 days to 80% (from 54% in 2012/13) ii. Reduce the average time from receipt at Wiley to Early View publication to less than 60 days | Review October 2017 | |

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| OBJECTIVE | 2) To continue to deliver an annual programme of successful high quality learning events | | |
| RESPONSIBILITY | Education, Learning and Policy Sub Committee (Lead); Conference Core Group; National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To run two/three learning events per year across the UK (one in a Congress year) | Provision of high quality, accessible learning events for professionals across the UK Training policy, strategy and priorities agreed Training plan implemented | Ongoing | |
| b) To develop and implement a training strategy, policy and priorities | | November 2016 | |
| c) To increase attendance at learning events compared to 2015 | | November 2016 | |
| d) To increase income from learning events as a proportion of total income | | March 2017 | |
| e) To explore use of new technology to deliver education and learning | | March 2017 | |

| OBJECTIVE | 3) To hold an internationally recognised and successful Congress in 2018 | | |
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| RESPONSIBILITY | Education, Learning and Policy Sub Committee (Lead); Congress Core Group; National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To deliver a successful Congress attracting a high number of quality abstracts and good number of delegates | <p>The latest learning from research and new practice and policy developments are promoted to a wide and diverse audience</p> <p>The experience and perspectives of service users is promoted</p> <p>At least 800 delegates register for congress, including at least 80 (10%) 'experts by experience', and at least 160 (20%) international delegates</p> <p>To accept at least 400 high quality presentations and posters</p> | April 2018 | |
| b) To generate a financial surplus for the Association | To break even on the congress budget and make a surplus of at least £160,000 for the organisation | September 2018 | |
| c) To confirm arrangements for 11th Congress | | September 2018 | |

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| OBJECTIVE | 4) To develop the evidence base | | |
| RESPONSIBILITY | Education, Learning and Policy Sub Committee (Lead); National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To develop and implement an award to encourage research by students and practitioners | To inform our understanding of the nature and impact of child abuse and neglect, and how to respond effectively Practitioner led research continues to be promoted and valued | Ongoing | |
| b) To monitor the completion and delivery of outputs from previous research awards | | Annual report to BoT | |
| c) To explore opportunities for sponsorship of the research awards | | By March 2017 | |

Key objective 4: To influence others in order to provide better safeguards and protection for children (EDUCATION, LEARNING & POLICY SUB COMMITTEE)

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| OBJECTIVE | 1) Work with other organisations to promote BASPCAN's strategic objectives | | |
| RESPONSIBILITY | Education, Learning and Policy Sub-Committee (Lead); National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To develop a stakeholders and partnerships policy | To ensure that key relationships are developed and maintained within the resources available to the Association | March 2017 | |

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| OBJECTIVE | 2) To inform the safeguarding agenda throughout the 5 nations | | |
| RESPONSIBILITY | Education, Learning & Policy Sub- Committee (Lead); Board of Trustees | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) To develop and trial a round table model as an approach to influencing policy | To ensure that children are kept safe Effective multi-disciplinary, 5 nations model for policy development developed and tested | November 2016 | |
| b) To organise a policy round table on how to equip practitioners to work effectively with child sexual abuse and exploitation | | January 2017 | |
| c) Priorities for policy development agreed | | March 2017 | |
| d) To consider key policies developments in each nation and use learning to influence safeguarding agenda | | Ongoing | |

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| OBJECTIVE | 3) To promote effective practice | | |
| RESPONSIBILITY | Education, Learning and Policy & Sub- Committee (Lead); Membership and Communications Sub Committee; National Office | | |
| OUTPUT | OUTCOME | TIMESCALE & REVIEW | PROGRESS & ACTION |
| a) In 2016/7 this will be delivered through journal, learning events, branch events, newsletter and through selective responses to consultations as capacity allows | To ensure that children are kept safe through good practice | Ongoing | |