



**Ormiston  
Families**  
Brighter futures



# **Our Strategy**

## **2025 – 2028**





# An introduction from our Chair of trustees

Our last three-year strategy sought to navigate the post-Covid landscape by enhancing our services, investing in staff and building resilience in our finances.

In a period which tested all charities, I am pleased to say we achieved those aims, helping thousands more families to see a brighter future.

Through those challenging times we were able to learn many lessons enabling us to refine our focus on services that would have the greatest sustainable impact. During this process, we found that we are at our strongest when we live our values of collaboration, compassion and effectiveness. We also found success in doing things 'with' – and not 'to' – the people who use our services.

Our new three-year strategy is designed to build on those lessons. Through conversations with the families we support, staff, and our partners, we have defined our strengths and identified where we can make further improvements.

The more we talked and listened, the more we realised our distinguishing feature was not what we do, but the way that we do it. So our strategy for the next three years is built with that understanding at its core.

As chair of trustees, I am in the privileged position of being able to visit services and see the huge difference that they make as well as assess their impact alongside all trustees at board meetings.

It is always a reminder of what, at its core, our work is about – giving people the opportunity to feel happier, stronger and understood.

This new strategy gives us a framework for achieving that aim, with our values at its heart.



*Gail Tolley*

# Why we do what we do

**Ormiston Families exists today because of one family's tragedy.**

A young woman, Fiona Ormiston Murray, died while on her honeymoon. Fiona loved children and it was no secret that she was excited about starting her own family.

Her parents and siblings, devastated by their loss, wanted to do something to honour her memory. They created a charitable trust devoted to helping children and families in need.

**That trust is now known as Ormiston Families.**



We are driven by the belief that everyone in the East of England deserves the opportunity to thrive, regardless of their circumstances and cultural backgrounds. We recognise that people often face situations that can severely impact their life chances and emotional wellbeing.

## **Our work addresses critical needs:**

- The need to understand emotions and how to overcome obstacles.
- The need for support to minimise the effects of familial imprisonment on children and young people and to maintain family and community connections during imprisonment.
- The need to help parents to find support within their own community and create an environment where they feel accepted and valued.

## **Our purpose**

**Our purpose is to enhance emotional wellbeing, providing practical tools to overcome obstacles and fostering strong family and community connections.**

## **Our vision**

**For everyone in the East of England to feel happier, stronger and understood.**





# How?

**To achieve our purpose and vision we will continue to deliver three key areas of work.**

1

## **Mental health & wellbeing**

We will support young people and children to manage their mental health.

2

## **Families affected by offending**

We will ensure that families with a loved one in prison aren't left behind and support ex-offenders to reintegrate into their community.

3

## **Parent support**

We will provide emotional, physical and social wellbeing services to parents living in our local community.

Our strategic aim for 2025-2028 is to transform how we deliver services by embedding the principles of trauma-informed practice across all aspects of our work – safety, trust, choice, collaboration, empowerment and cultural sensitivity.

- We will prioritise the emotional wellbeing of the people we work with and those who work for us.
- We will ensure that every interaction is supportive and understanding and driven by our values.
- We will enhance our skills, refine our service delivery and equip our colleagues with the right tools and resources to create a safe and sustainable environment to deliver the best outcomes for the people who use our services.
- We will work with the community in which we are based, listening and responding to their specific needs.



# Our values

## Our strategy is underpinned by our three values and five strategic priorities.

At Ormiston Families, we believe that how we do things is just as important as what we do.

Our values are fundamental to who we are and drive everything we do, the decisions we make, the actions we take, the partners we choose and how we treat one another.

They demonstrate what matters to us, but more importantly they are how we hold ourselves to account for our own behaviour.

### Our values

We're collaborative  
We're compassionate  
We're effective

### Our priorities

Our services  
Our people  
Our places & tools  
Our impact systems  
Our planet



### We're collaborative

We work 'with', rather than 'for', families, forging safe and trusting relationships.

We contribute to system change and build supportive partnerships, communities and networks across the East of England.

We value the strengths of our diversity, working together to achieve results and influence positive change.



### We're compassionate

We listen so that we understand the issues people face, offering them choices where we can and advocating on their behalf to inform wider system changes.

We treat everyone with consideration and respect, regardless of socio-economic background or culture – always supporting, recognising and celebrating their achievements.

We strive to make the places where we work feel safe, welcoming and accessible to all.



### We're effective

We're evidence-based, using preventative and early intervention approaches to deliver enhanced outcomes for children, young people and their families, as well as greater cost-effectiveness to the public purse.

We constantly monitor and evaluate the impact and quality of what we do, seeking insights from the people we work with to inform and improve our provision.

We know our services are effective because the people we work with tell us that they feel happier, more able to voice their views, better understood, and can sustain these feelings long after we have finished working with them.





# Our strategic priorities

## 1. Our services

**High-quality, effective services need to be informed by the experiences of the people who use them. This process of co-production is fundamental to our ability to develop services which offer relevant and meaningful choice, and which provide the right support at the right time.**

In order to empower and encourage people to share their experiences and improve our understanding of their needs, we apply trauma-informed principles to the development and delivery of our services.

### We will:

- Invest in consulting, listening and responding to the people we work with.
- Establish mechanisms for people with relevant 'lived experience' to contribute to the governance of Ormiston Families.
- Ensure people with experience of our services are given opportunities to participate in interview and selection processes for new colleagues.
- Actively involve children, young people and their families in the development of marketing content to provide a clearer understanding of what we do.
- Work with parents to develop complementary support and guidance so they better understand how we are working with their children.
- Provide training in the broad principles of trauma-informed practice to those that assist us with co-production activities.
- Establish a Trauma Champions Network to share the learning and roll out the trauma-aware quality mark processes trialled in our Mpower service, so we can seek accreditation for each of our services.
- Collaborate with partner organisations and commissioners to aid system-wide understanding of provision and to share knowledge and best practice.





## 2. Our people

**Our people are at the centre of everything we do and the way that we do it.**

How we recruit, train and retain our employees and volunteers needs to keep pace with an ever-changing external environment. We want our people to keep learning, find a genuinely healthy work-life balance and work collaboratively with their colleagues to find approaches that work.

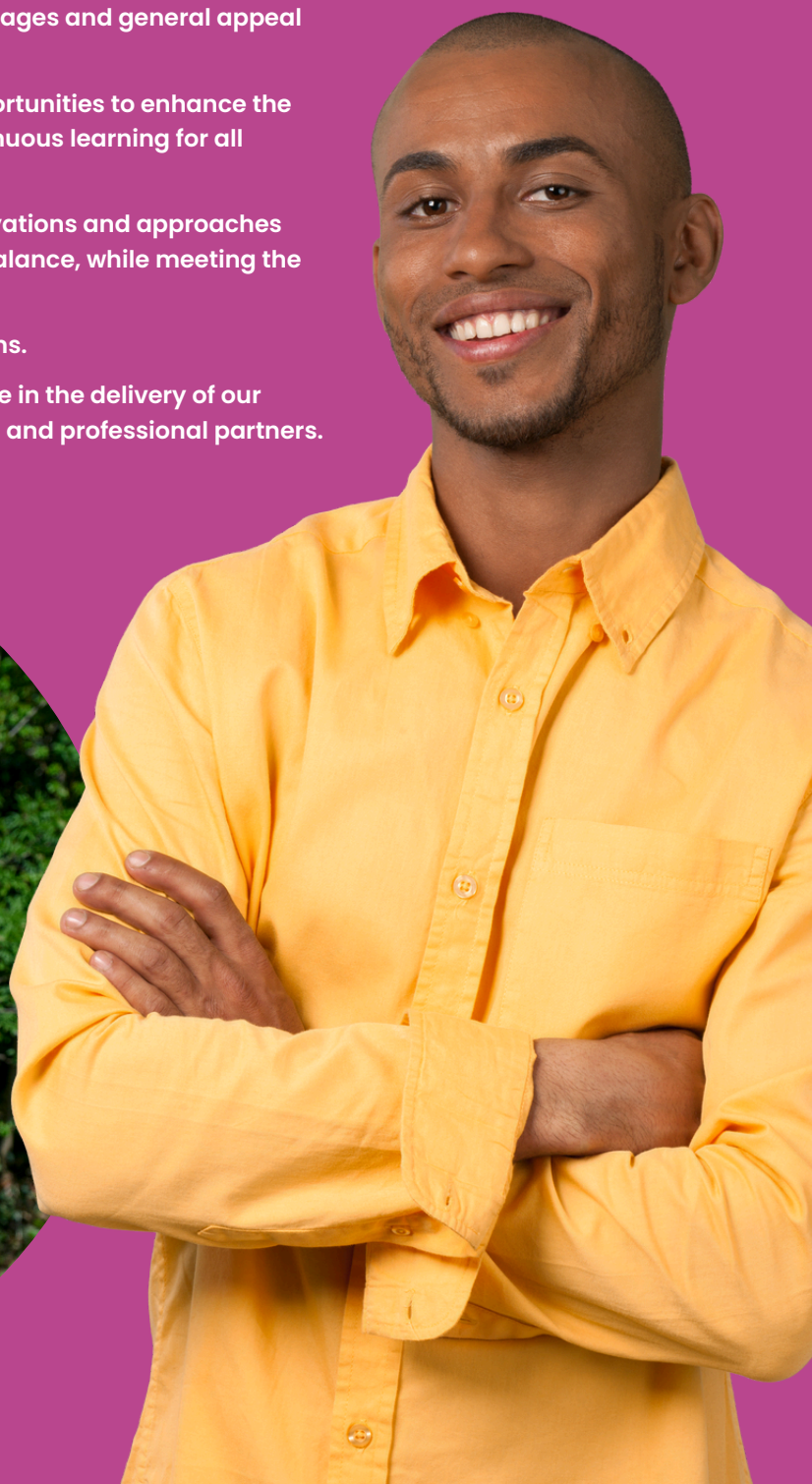






## We will:

- Broaden our recruitment approaches, benefit packages and general appeal to attract a wider range of candidates.
- Offer and promote learning and development opportunities to enhance the quality of our services and foster a culture of continuous learning for all colleagues.
- Build on our agile working practice, exploring innovations and approaches which promote and encourage healthy work/life balance, while meeting the needs of our services.
- Encourage and facilitate collaboration across teams.
- Apply the same trauma-informed principles we use in the delivery of our services to the way we interact with our colleagues and professional partners.







### 3. Our places & tools

**To meet our priorities it is vitally important that our premises, infrastructure and the places we work from, are of a good standard and fit for purpose.**

Wherever we work should be welcoming and appropriately equipped for the services we provide.

Similarly, acknowledging our agile working practices, we want colleagues to have the technology and resources they need to work effectively, securely, comfortably and collaboratively.





## We will:

- Review all of our premises and put plans in place to upgrade, replace or dispose of them.
- Ensure that our buildings meet high standards of suitability, health & safety compliance, and are operating in accordance with our Environmental Policy and aims.
- Invest in systems and technologies to make our services more accessible and to improve our evaluation and our administrative processes.
- Adapt the way we work to offer a hybrid approach of face-to-face and virtual interventions.
- Collaborate with colleagues and with operational partners and commissioners to embrace opportunities to work with people in their locality.
- Seek to use new software and tools to improve our data collection and evaluation processes.

## 4. Our impact systems

**We know it's essential to show what we do works.**

This helps to motivate and encourage the people using our services and those working with them and enables us to secure the funding we need to resource our activities.

### **We will:**

- Revisit our theory of change to reflect our strategy and provide a basis for gathering insights and evaluation.
- Review our evaluation processes to hear the voices of the people we work with more directly, as well as those around them.
- Enhance the role that co-production and volunteering can play in our assessment of our impact.
- Explore opportunities to establish the social return on investment for each of our non-commissioned services.



## 5. Our planet

**To create a brighter future for everyone, we will actively seek to reduce our organisation's carbon footprint and encourage others to do the same.**

### **We will:**

- Continue to reduce our property energy consumption and staff travel emissions to net Carbon Zero by 2030. In April 2024 these equated to 679kg of CO2 per full time employee.
- Work towards ensuring all our properties (owned & leased) are EPC rated 'C' or above.
- Introduce a carbon offset scheme.
- Proactively provide colleagues with information, benefits and incentives which promote sustainable living and the reduction of personal carbon footprints.





Our strategy is a living document.  
We recognise that the world is constantly changing and as such our strategic priorities may change over time to meet our purpose.

Our Board of Trustees and our colleagues will review this strategy on an annual basis or in light of other significant events.

