

Looking Forward



2020 – 2025 Strategy



Helping deaf children learn to listen and talk

Why?

There is no more important relationship than between a parent and their child.

They share a unique and enduring bond which lays the foundation for the child's personality, life choices and behaviours.

The first five years of life are known to be the most influential for every child, shaping their future development.

Nurturing the relationship between parents and their deaf child and developing their effective communication during those early years is a privilege.

But childhood hearing loss can be challenging and isolating without the right help, at the right time.

Since 1981, The Elizabeth Foundation has been supporting parents and young deaf children and watching them not just grow, but flourish.

For nearly forty years, The Elizabeth Foundation has been supporting families:

- We support, guide and encourage.
- We share information and knowledge.
- We support strong family relationships.
- We raise expectations.

As the largest preschool provider for deaf children in the UK, we are guiding and supporting families with deaf children in a variety of ways. Yet we know there is more we can do.

It is our aim to help more families, to engage more professionals and to support more deaf children to not only meet their potential, but to flourish and thrive in today's society.

We remain committed to delivering services that make a positive difference.

- **We will build on the strengths** that we have and for which we are highly respected.
- **We will continue to work hard** to maintain our outstanding reputation and share our knowledge.
- **We will seek opportunities** to widen our reach, reacting positively and with flexibility to the changing needs of our families.
- **We will keep families at the heart** of everything we do.
- **We will thank all those** who make our rewarding work possible – our hard-working team, inspiring volunteers, professional partners and generous supporters.

Keeping our mission strong and relevant means that we are focused in what we want to do and what we have always done – **to help deaf children learn to listen and talk.**

This was the challenge set by our Founders, Shirley and David Metherell MBE, and continues to be the ethos of the charity today.



Believing, achieving and fulfilling potential

We are committed to five core goals over the next five years:

- **Strengthen** our core work to provide early education and support services to deaf children (aged 0 – 5), and their families.
- **Evolve** through ever-changing best practice to meet the diverse needs of our families, our supporters and the wider community.
- **Modernise** our approach to evaluating our services and the impact we have, so that we can consistently evidence the relevance and effectiveness of our important work.
- **Build** upon the sustainability of our services and facilities by developing our approach to fundraising and professional and voluntary partnerships.
- **Involve** all those we support and all those who support our work to maximise the efficient running and future development of The Elizabeth Foundation.



Strong foundations

We have put the right foundations in place to meet our vision and purpose.

- **We have reduced costs** and developed a wide portfolio of income streams which enable us to sustain our facilities and services.
- **We have developed a new reserves and investment policy** with our Trustees to balance risk and strategic development.
- **We have invested in new roles** and IT platforms to provide services and manage our resources well.
- **We have identified areas for improvement** and growth and developed robust plans to meet the demands and opportunities that lay ahead of us.
- **We will ensure that our communication, culture and engagement** are at the heart of any changes that we make as we move forward.
- **We will continue to focus** on what parents and deaf children need, utilising the wide range of insight and evidence available to support not only our own work, but the impact it has on wider society.



Strengthen



We will **strengthen** our core work in order to provide early education and support services to deaf children (aged 0 – 5) and their families.

And we will do this by:

- **Balancing our focus on delivering and improving** current programmes with our desire to grow and modernise.
- **Extending our brand and reputation** as trusted and sought-after experts within all the communities we aim to reach.
- **Consolidating** – planning materials and delivering programmes that meet the varying needs of families across the UK.
- **Developing a new parent education programme** – liaising with parents to better understand their needs; prioritising the use of resources; trialling, testing and feeding back on a pilot programme.
- **Increasing the reach and scope of services** so that we can support families both in our family centre and more remotely through our outreach programmes.
- **Working in partnership with professionals** who may be the first point of contact for the parents of newly-diagnosed deaf babies and preschool children so that they can refer those in need of our wide range of services.

Our mission

We facilitate early diagnosis for babies and preschool children with all degrees of deafness and provide comprehensive educational and support services for them and their families.

By doing so we enable these children to develop their listening and spoken language skills, as well as build their self-esteem and give parents the confidence and knowledge to make informed decisions on behalf of their child.

Evolve



We will **evolve** our services through ever-changing best practice to meet the diverse needs of our families, our supporters and the wider community.

And we will do this by;

- **Safeguarding** through our embedded culture, processes, protocols and reporting mechanisms.
- **Reviewing** our models of education to ensure that we use best practice in our teaching strategies and techniques.
- **Partnering** with professional organisations to ensure that families receive the highest level of support.
- **Maximising** the effectiveness of our programmes by keeping abreast of, and reacting positively to:
 - Changes in technologies which are available to support deaf children.
 - Changes in legislation that impact on the outcomes for deaf children.
- **Strengthening** our partnerships with key stakeholders who collate and publish evidence of the needs of children with hearing loss, its long-term impact and the difference that early intervention can achieve.
- **Building** partnerships with professional teams across the UK to raise awareness of the services that we can offer to families.

Modernise



We will **modernise** our approach to evaluating our services and the impact we have, so that we can consistently evidence the relevance and effectiveness of our important work

And we will do this by:

- **Publishing** the results of our Ofsted Inspection and producing an annual Impact Report.
- **Building** skills and knowledge across our team so that we can consistently provide accurate, quantitative and qualitative data to evidence the impact of our work.
- **Investing** in appropriate monitoring, evaluation and learning tools.
- **Sourcing** a new, external accreditation of the services that we provide.
- **Creating** an open culture which encourages our team to continuously share and analyse the results of our work.
- **Encouraging** our families to tell their stories, in their own words, to help change public perception and policy.
- **Sharing** our impact and the achievements of our children through a wide variety of platforms and media.
- **Collecting** feedback from the families we support and the professionals we interact with.

Build



We will **build** upon the sustainability of our services and facilities by developing our approach to fundraising and professional and voluntary partnerships.

And we will do this by:

- **Improving** our recruitment and support of volunteers.
- **Expanding** contracts for services which support individuals with hearing loss and provide sustainable income for the charity.
- **Reviewing** opportunities to develop new working relationships with commercial bodies and local education authorities for our online programme.
- **Reinvigorating** our donor-giving through continuous improvements to our marketing materials and processes.
- **Mitigating** risk by embedding strong data governance and processes throughout our fundraising team and volunteer support, ensuring data quality and accuracy with the use of a stable customer relationship management system.
- **Creating** new opportunities for support through digital fundraising platforms, sponsorships and partnerships embedded within a donor-management programme.

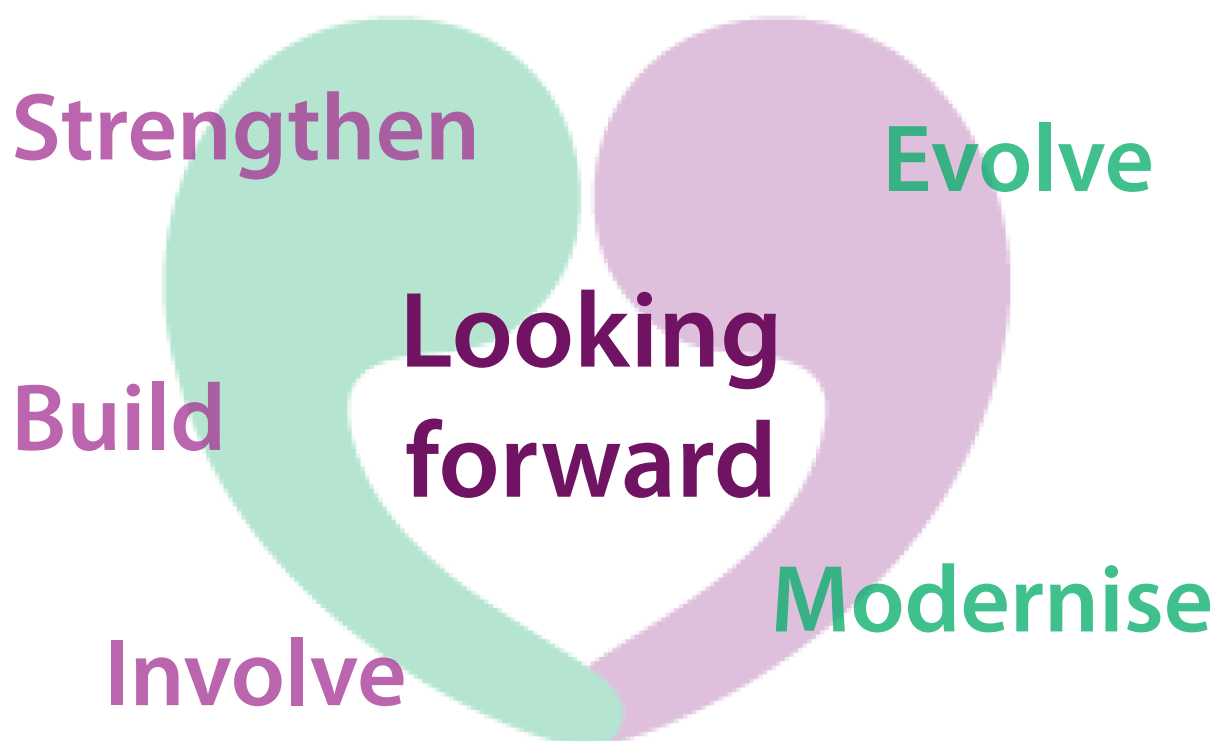
Involve



We will **involve** all those we support and all those who can support our work to maximise the efficient running and future development of The Elizabeth Foundation.

And we will do this by:

- **Ensuring that we remain focused** on equality, diversity and inclusion.
- **Involving and engaging parents and past service-users** in the development of new services and decisions around improvements to our facilities.
- **Creating networks forging professional relationships** which can help raise awareness of our services, maximise impact, improve our skill-base and provide opportunities for collaboration.





For carers,
for deaf children:
our strategy, their success.

Together we will...
Aim high.
Face our challenges.
Succeed and celebrate!

Focus for the future 2020 - 2025

Through self-reflection, audit and assessment, we have made huge changes within the structure of the charity over the past five years. This has impacted positively on every part of our work – education, finance, governance, funding, marketing and corporate services.

No doubt we will face challenges in the coming years. However, the charity is committed to a robust plan of action that will enhance the services we provide to deaf children and their families, improve the outcomes for those families, and ensure the long-term sustainability of the charity's work.

We need to ensure that we continue to improve our work without straying from our mission and without risk to the sustainability of the charity

We need to keep up-to-date in an ever-changing world that continues to challenge the charity sector.



Looking ahead to our five core goals:

1. We need to **strengthen** our core work whilst minimising the risk of over-extending our services.
2. We need to **evolve** new partnerships with like-minded organisations to strengthen the platform of support that families receive, whilst maintaining our family-centred service.
3. We need to **modernise** our approach to evaluation and impact so that we ensure our work remains focused on improving the outcomes for deaf children and their families.
4. We need to **build** our income streams to ensure long-term sustainability of the charity.
5. We need to **involve** more professionals, more families and more volunteers to be able to increase our reach and expand our scope, with new models of delivery and new income streams.

This means that over the next five years, we will be focusing on improving rather than growing services, whilst keeping a close eye on risk and long-term sustainability.

We want to reach communities, including professionals who have not engaged with us before, developing a coordinated approach where all our services complement each other.

We aim to strengthen the support that we offer to young deaf children and their families and are determined to show just what we can achieve together.

We are determined to face challenge with **ambition**.



The Elizabeth Foundation

Helping deaf children learn to listen and talk

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