



**blue smile**

happier children | brighter futures

**Our strategy 2023-2026**

**VISION**

A world where happier children have brighter futures

**MISSION**

To transform the mental health and life chances of children across Cambridgeshire

**STRATEGIC AIM 1**

DELIVER AND GROW

**STRATEGIC AIM 2**

DATA AND IMPACT

**STRATEGIC AIM 3**

OUR PEOPLE

**STRATEGIC AIM 4**

OUR ORGANISATION

# 1

## To reach more children with the right support at the right time, by delivering and growing an excellent mental health service

### Provide a comprehensive service to our Partner Schools

#### We will do this by:

- Working with up to ten schools across Cambridgeshire, embedding a Blue Smile team one day per week
- Providing a full-service offering including 1:1 arts-based therapy, groupwork, workshops, assemblies and teacher support
- Developing the Partner School model to ensure it remains sustainable

### Increase our flexible service to Outreach Schools

#### We will do this by:

- Providing 1:1 arts-based therapy to support more children
- Working with any school across Cambridgeshire in response to demand, supporting those most in need
- Reviewing the overall service to ensure we can reach more children in more schools

### Expand our groupwork to reach more children through early intervention

#### We will do this by:

- Promoting psychoeducational groups to schools across Cambridgeshire as a model of early intervention
- Delivering our current suite of pupil psychoeducational groups to more children
- Developing new groups in response to need, piloting and reporting on impact

### Offer additional services to support the community around the child

#### We will do this by:

- Offering mentoring to teachers to support them in their roles
- Developing and delivering teacher training around children's mental health
- Listening to parents and teachers to understand what would make the most difference to them

## To enhance understanding of children's mental health and practice, by focusing on data and evidence, to support collaboration and innovation

### Provide evaluation to maintain our high standards and enhance understanding of children's mental health and practice

#### We will do this by:

- Developing the right tools to assess our services, leveraging our investment in Charitylog
- Embedding learning from evaluation into future service development
- Communicating our findings externally to influence practice

### Create, maintain and develop opportunities for collaboration

#### We will do this by:

- Collaborating with the Fullscope consortium of organisations supporting the mental health and wellbeing of children and young people in Cambridgeshire and Peterborough
- Working with Cambridge University Faculty of Education on research collaborations
- Critically assessing opportunities to work collaboratively with other local organisations and charities, developing relationships and beneficial ways of working

### Explore new ways of working

#### We will do this by:

- Combining innovation, creativity, and skill to develop new ways of support that remain child-centred
- Identifying partners and funding opportunities to support us to pilot and evaluate new services and new models of delivery
- Developing new services in response to need from children and schools
- Evaluating new models of delivery, including digital delivery
- Growing as a Learning Organisation, supporting innovative thought and a drive for continual improvement

# 3

## To build a diverse and inclusive community of staff, therapists, trainee therapists and volunteers, who are empowered to support children and young people

### Grow and support a mental health workforce that can help children and young people

#### We will do this by:

- Working with partners to support students undertaking postgraduate studies in child and adolescent mental health
- Recruiting, onboarding and supporting qualified therapists and facilitators with the right skills and experience to deliver our work
- Providing a regular programme of training and supervision for everyone delivering for Blue Smile

### Invest in the care and development of our core team

#### We will do this by:

- Ensuring Blue Smile has the right staff with the right skills who are supported to do the right thing
- Developing volunteering at Blue Smile to provide a positive and rewarding experience, and to meet our charity aims
- Embedding a holistic approach to staff wellbeing, demonstrating best practice as a mental health charity

### Build a culture of “one-team”

#### We will do this by:

- Building thriving, diverse teams and promoting teamwork
- Providing opportunities for the Blue Smile community to come together
- Creating a healthy and rewarding environment for everyone who is part of Blue Smile

# 4

## To strengthen our organisational services, in order to have impact now and in the future

### Maintain a strong fundraising function with diverse income streams

#### We will do this by:

- Sustaining our trusts and foundations fundraising, with high quality applications and reporting
- Developing community and corporate fundraising with clear stewardship programmes
- Exploring how to diversify our income streams, including increasing income from regular giving, major donors and legacies

### Raise awareness about Blue Smile and children's mental health

#### We will do this by:

- Building a strong, relevant and accessible brand that is well known locally and associated with excellence
- Communicating clearly about the work that we do and the impact that we have
- Ensuring that our communications and marketing strengthen our service, reputation and supporter base

### Support the sustainable growth of Blue Smile through appropriate capacity, infrastructure and resources

#### We will do this by:

- Strengthening our financial systems and capacity
- Ensuring that appropriate IT systems are in place which support our aims
- Considering our future property requirements
- Taking an environmentally sustainable approach to all aspects of our work

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### **STRATEGIC AIM 1**

To reach more children with the right support at the right time, by delivering and growing an excellent mental health service

### **STRATEGIC AIM 2**

To enhance understanding of children's mental health and practice, by focusing on data and evidence, to support collaboration and innovation

### **STRATEGIC AIM 3**

To build a diverse and inclusive community of staff, therapists, trainee therapists and volunteers, who are empowered to support children and young people

### **STRATEGIC AIM 4**

To strengthen our organisational services, in order to have impact now and in the future