

**STRIDING  
FORWARD  
TO 2020**

**Striding forward:**  
Spurgeons strategy to 2020

**SPURGEONS**  
Spurring on the young

## Foreword

“The hill, though high, I covet to ascend;  
the difficulty will not me offend.”

John Bunyan, from *The Pilgrim's Progress*

Charles Haddon Spurgeon's favourite book was the Pilgrim's progress. He first read it when he was 6, and over his lifetime he read it over 100 times. He loved the book because it described a Christian – an everyman character – and his journey that ultimately has a wonderful conclusion. Charles Spurgeon loved the book both because it was a message of hope, and also because it was realistic about the difficulties of any journey towards something that is truly valuable and worthwhile. Spurgeons is on that journey. We have been journeying since 1867, and in many ways the road ahead is still as challenging. Yet we are *striding forward* with great confidence and hope for what we can achieve on behalf of others.

In the following pages we set out how Spurgeons is *striding forward* over the next five years. We detail our goals and how we will meet them. Our Strategy takes us up to and beyond our 150th anniversary, into the next chapter of our story. At the heart our strategy remains our commitment to provide the highest possible quality services and support for children and families, our commitment to strive for the best outcomes and our commitment to go that extra mile to make a positive difference.

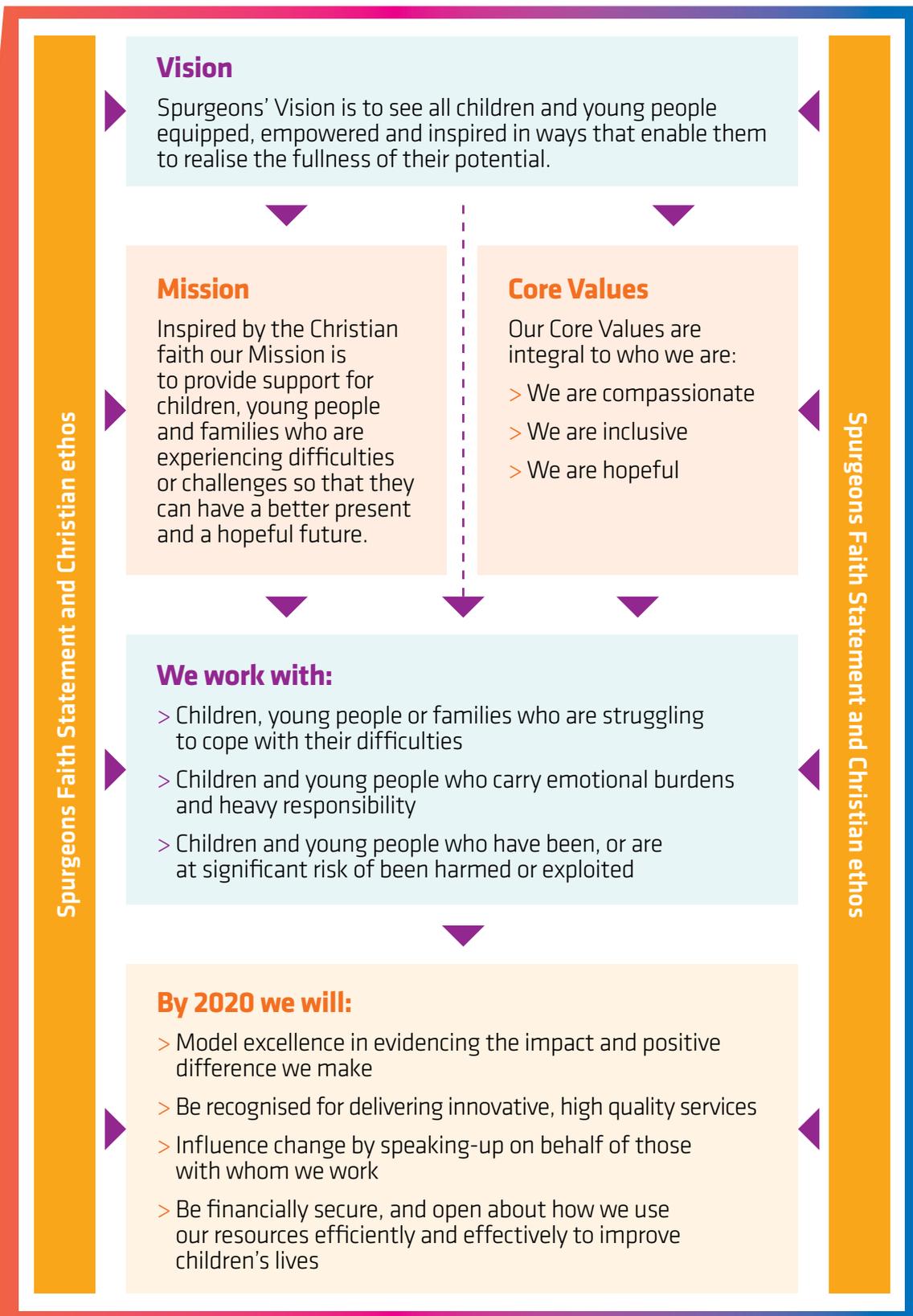
Each and every one of us across the whole organisation - together with our supporters and partners, as well as the children, young people and families we work with – has a crucial role to play in our success.

The country is in a time of social and economic uncertainty which looks set to continue over the next five years, and we need to have a clear and effective response as the impact of austerity continues to take effect. Our services are *striding forward* to meet the changing needs of children and families. Likewise the nature of funding is also shifting and changing and again we must move forward to meet the challenge of a new funding environment if we are to deliver the services we know make a difference to thousands of lives across England.

Spurgeons strategy sets out how we are *striding forward* to address these challenges. We will move to be a more flexible and responsive charity that works beyond the confines of contract work. We are committed to the integrity of being an inclusive children's charity guided by the Christian faith. A charity that is vision and values led. We will use our dedication, passion, insight, experience and knowledge to give children a better present and a more hopeful future.

So while there may be many hills to climb, we are striding forward with great confidence in what we can help children and families to achieve.

# Our strategy to 2020



## Who are Spurgeons and what makes us distinctive?

We are a Christian children's charity. Our work is inspired and motivated by the Christian faith, and our ethos is core to who we are; it is not an optional extra.

We take seriously how we work just as much as the type of service we deliver; with hope and compassion we want to realise transformation in the lives of those we work with; we seek the flourishing of all the communities we work in, and of every person in those communities, irrespective of faith, background or circumstance; we strive to understand and address the full needs of the children, young people and families. We work with, not just meet a narrow need, and work in partnership with others respecting what they contribute. We strive to create a positive and lasting legacy in individual lives and communities.

### Our Vision, Mission and Core Values

“Every generation needs regeneration.”

Charles Spurgeon

**Spurgeons Vision is to see all children and young people equipped, empowered and inspired in ways that enable them to realise the fullness of their potential.**

**Inspired by the Christian faith our Mission is to provide support for children, young people and families who are experiencing difficulties or challenges so that they can have a better present and a hopeful future.**



Charles Haddon Spurgeon

Spurgeons is one of the oldest children's charities in the country but its mission is as relevant today as it was in 1867. Spurgeons was founded as a Christian response to support vulnerable children. The charity's faith basis underpins our work and provides continuity, consistency and challenge to our work and the impact we have on children, young people and families' lives. Our faith affirms the inclusive belief that every child and young person is made in God's image and therefore has amazing potential. It inspires our mission to go the extra mile in order to see all children and families flourish, and explains why we actively celebrate the diversity of our staff, supporters and those with whom we work.

“A good character is the best tombstone. Those who loved you and were helped by you will remember you when forget-me-nots have withered. Carve your name on hearts, not on marble.”

Charles Spurgeon

Spurgeons core values express who we are and how we want to work. They flow out of our faith basis but they are not exclusive to Christians. That is why we expect to be able to demonstrate how we live them out individually, through each of our services, and as an organisation.

**Our Core Values are integral to who we are:**

**We are compassionate**

We demonstrate care, compassion and commitment in all our relationships even if that means making tough choices and going the extra mile.

**We are inclusive**

We celebrate diversity, recognising that every person, young and old, is wonderfully unique and deserving of equal respect and dignity.

**We are hopeful**

We believe that positive change is possible for all people whatever their circumstance, so we maintain a hopeful attitude and don't give up.

Our values are aspirational. We are not perfect and will sometimes not live up to the expectations we have set for ourselves. Yet we still expect to be held to account for how we live out our core values, and spur one another on to live them out every day. Each and every individual who works with and for Spurgeons will be able to express our core values, the difference they make in how we work, and what we hope to achieve. They are values rooted in the Christian faith, but can be shared by everyone and are universally applicable to all.



Young carers and CEO Ross Hendry celebrate Young Carers Awareness Day 2016

## **We seek to live out our core values and our faith basis in all aspects of our work and activity.**

### **Our pledge to those we work with**

The primary way we express this is by pledging to all the children, young people and families, and other organisations we partner with that:

- > Our work and decision-making will always be guided by what is in the best interests of the children and young people we work with.
- > We will always treat every child, young person, family, partner agency and stakeholder with respect and dignity; treating and working with all in the way we would hope to see others work with us; sharing our knowledge, expertise and experience to build children and young people's capacity to flourish.
- > We will strive to attain the highest possible professional standards in the delivery of our services while continuing to see our work as a personal commitment.
- > We will be transparent in reporting the impact our work has on the lives of those we work with; and be accountable to those we work with and for.

With these commitments we will be: those who build up, not those who are destructive; hopeful not despairing; those who show grace not those who stigmatise; justice seekers not those who turn a blind eye to injustice.

### **A commitment to Spurgeons staff and volunteers**

Everyone in Spurgeons will seek to live out our values with one another by:

- > Respecting the contribution each of us makes to Spurgeons. We support one another as one organisation understanding how our own individual responsibility and judgement fits into a bigger vision for who we are and what we are seeking to achieve.
- > Supporting one another so that we remain child-centred, keeping the safety, needs and interests of children as our highest priority. We will do this by setting clear expectations regarding our communication, central support services, line management and professional development and provision of specialist support and advice.
- > Celebrating and promoting the diversity of our workforce, including our volunteers.
- > Listening to one another, with staff and volunteers given regular opportunities to share their views on what we do well or where we could be a better employer. Spurgeons leadership will always listen and provide feedback where we have sought people's views.

## 1. Who we work with

“God thinks of every separate child of His as much as if He had only that one.”

Charles Spurgeon

Since 1867 Spurgeons has seen many changes in society, and in response to these changes we have changed the type of services we have delivered, how we have delivered them, and who we work with.

Over the next chapter in our history we will stride forward and focus our energy, passion, expertise, resources and creativity on children, young people and families where we can demonstrate the positive impact our work can have on their lives – both now and in the future.

This may mean providing services that the public sector does not want to fund and that we need to raise support for. We will also continue to deliver services in partnership with local authorities, the prison service or health providers, where we can add particular value through our creativity, quality, expertise, experience, and the added value we bring in working collaboratively with the local community, volunteers, churches, and local community groups. They are groups whose lives we will quickly benefit and communities where we can leave a positive legacy.



At a recently opened children's centre in Aylesbury



Taken at another new centre in Aylesbury

Therefore, in reaching our vision and mission Spurgeons work until at least 2020 will focus on:

**1. Families who are disadvantaged or struggling to cope with their difficulties**

Examples of our current work with these groups include our children's centres that target support on key families within the local community; children affected by the justice system; our troubled families' service; and our delivery of mental health and resilience services.

**2. Children and young people who carry emotional burdens and heavy responsibility**

Our young carers' services are a key example of our commitment to these children and young people. We also currently work with children and young people with parental alcohol and substance misuse, and will seek to address other similar needs in the future.

**3. Children and young people who have been, or are, at significant risk of being harmed or exploited**

Extending our expertise across all of our services in addressing safeguarding concerns as well as our experience of working with young people who have been sexually exploited, Spurgeons will respond to the growing awareness and identified prevalence of abuse and exploitation across the country.

## 2. Our strategic goals and objectives

“You see the links of that chain; each one of them has a certain strain upon it. Suppose that one of them should say, “I may rust through; it does not matter, for many other links are strong.” No, my friend, the chain depends upon each link.”

Charles Spurgeon

This strategy is about Spurgeons *striding forward*, realising our vision and mission. Our strategic goals are where we want to be in 2020. Therefore, as an organisation by 2020 we will:

- 1. Demonstrate excellence in evidencing the impact and positive difference we make.**
- 2. Be recognised for delivering innovative, high quality services.**
- 3. Influence change by speaking-up on behalf of those with whom we work.**
- 4. Achieve financial sustainability so that we maximise the resources we use to directly achieve our mission**

“Do much, very much, all you can do, and a little more. “How is that?” says one. I do not think someone is doing all s/he can do if s/he is not attempting more than s/he will complete.”

Charles Spurgeon

To achieve these goals we have strategic objectives that we expect to achieve by 2020. These are developed by our Strategic Leadership Team and approved by the Board of Trustees. All of our services and central support functions contribute to achieving these through their own annual plans.

### **We will achieve our goals by making sure that we:**

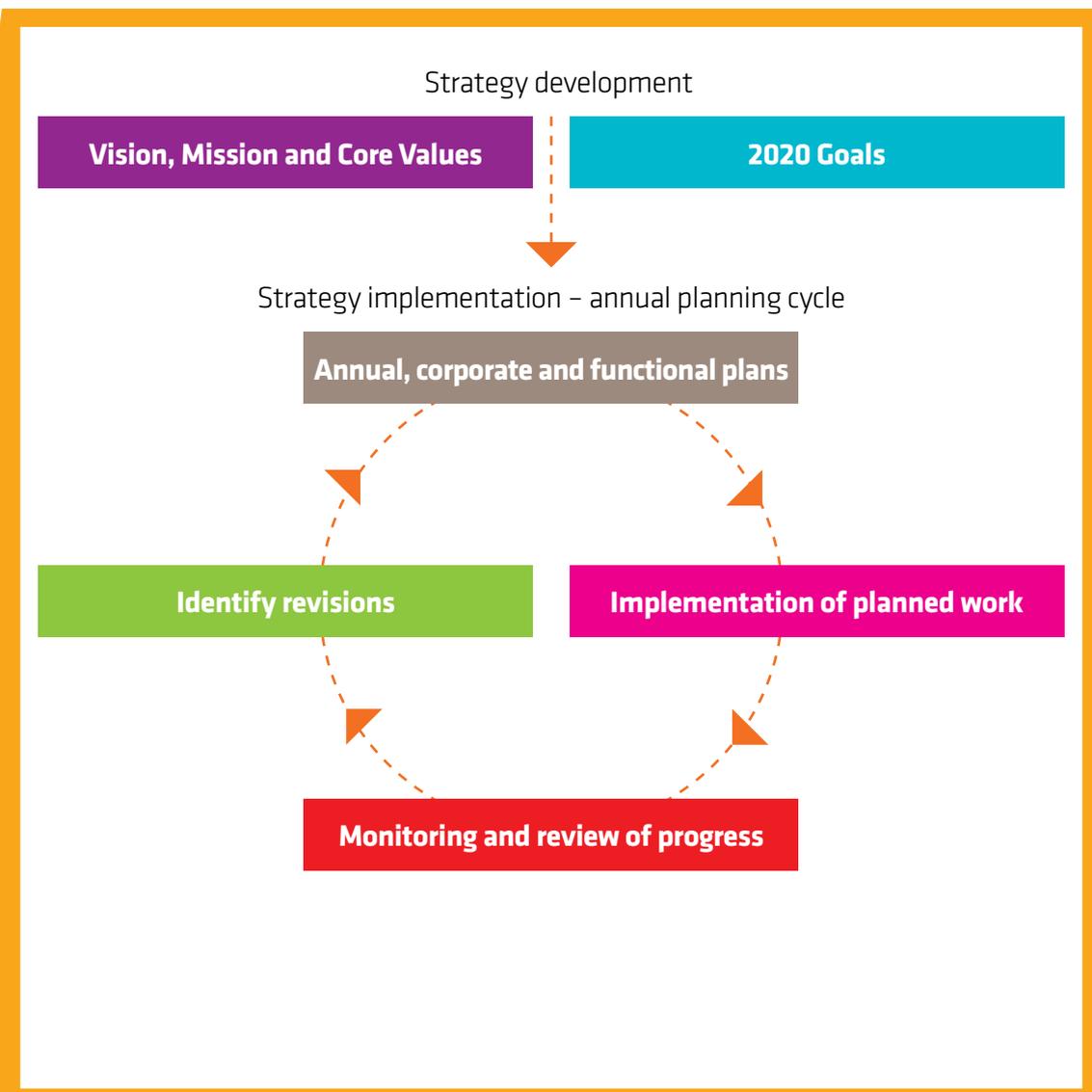
- > Invest in innovation, identify good practice and improve our ways of working
- > Always be able to evidence how we make a real difference in children's lives
- > Build lasting relationships with churches, community groups and others who will partner in our work
- > Invest our workforce, including volunteers, so that their development benefits others
- > Grow the amount of money we raise so that we can do more of the work we know makes a difference
- > Become better known so we can speak up on behalf of those we work with

### 3. How we will implement our strategy

“It is not how much we have, but how much we enjoy, that makes happiness.”

Charles Spurgeon

Our Strategy sets out how we will stride forward to achieving our mission over the next five years. Our vision, mission and core values steer Spurgeons both in what we expect to achieve and in how we do so. All parts of Spurgeons will be expected to contribute to realising our goals and objectives through annual plans. How this will work is set out in the diagram below.



“I will yet go forward.”

John Bunyan, from *The Pilgrim's Progress*

This strategy has been adopted and approved by Spurgeons Board of Trustees. Its implementation rests with all those who work for Spurgeons. The impact will be shared with all those we work with.

It is Spurgeons Strategic Leadership Team who will lead the plans and commitments set out in *Striding Forward*. But Spurgeons is one body. We are many different parts, working together as a whole to impact hundreds of thousands of lives over the coming years. It is as one body that we have been *Striding Forward* since 1867, meeting the challenges of every new generation, consistent with our Christian charitable ethos. This strategy sustains that same commitment – to see children transformed, and families flourish. It helps us, and more importantly the children and families we support, to keep *Striding Forward*.

**Thank you for supporting Spurgeons.**



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