



# OXPIP

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Oxford Parent  
Infant Project

## Strategic Plan

April 2018 – March 2021

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## Introduction

OXPIP is a pioneering charity with a national reputation as a specialist in the field of parent-infant psychotherapy. For over 20 years we have helped parents and their babies to build close and loving relationships from the start of life.

Our strategic plan has been designed with input from trustees, staff and supporters to provide a clear road map for the next three years. This document outlines OXPIP's three-year strategy for 2018-21, setting out our priorities and the activities that we plan to achieve our vision.

The plan will be reviewed and developed on an ongoing basis by the Executive and Clinical Directors in consultation with the board of trustees, staff and beneficiaries.

## Overarching Themes for 2018-21

OXPIP's themes for 2018-21 are:

- To optimise access to our parent-infant therapeutic services in Oxfordshire
- To deliver nationally-recognised specialist parent-infant mental health training
- To be a centre of excellence, both influencing policy and improving practice
- To ensure that we have the specialist team, resources and capacity to achieve this



## About OXPIP

OXPIP's vision is to contribute to a more responsible and empathetic society through an intensive focus on positive early relationships and emotional wellbeing.

OXPIP provides specialist therapeutic support, from conception to 2 years, for infants and parents who need assistance to establish and build close and nurturing relationships. We also work with professionals, policy makers and the public to build awareness, support and services for parent-infant attachment, infant mental health and peri-natal mental health.

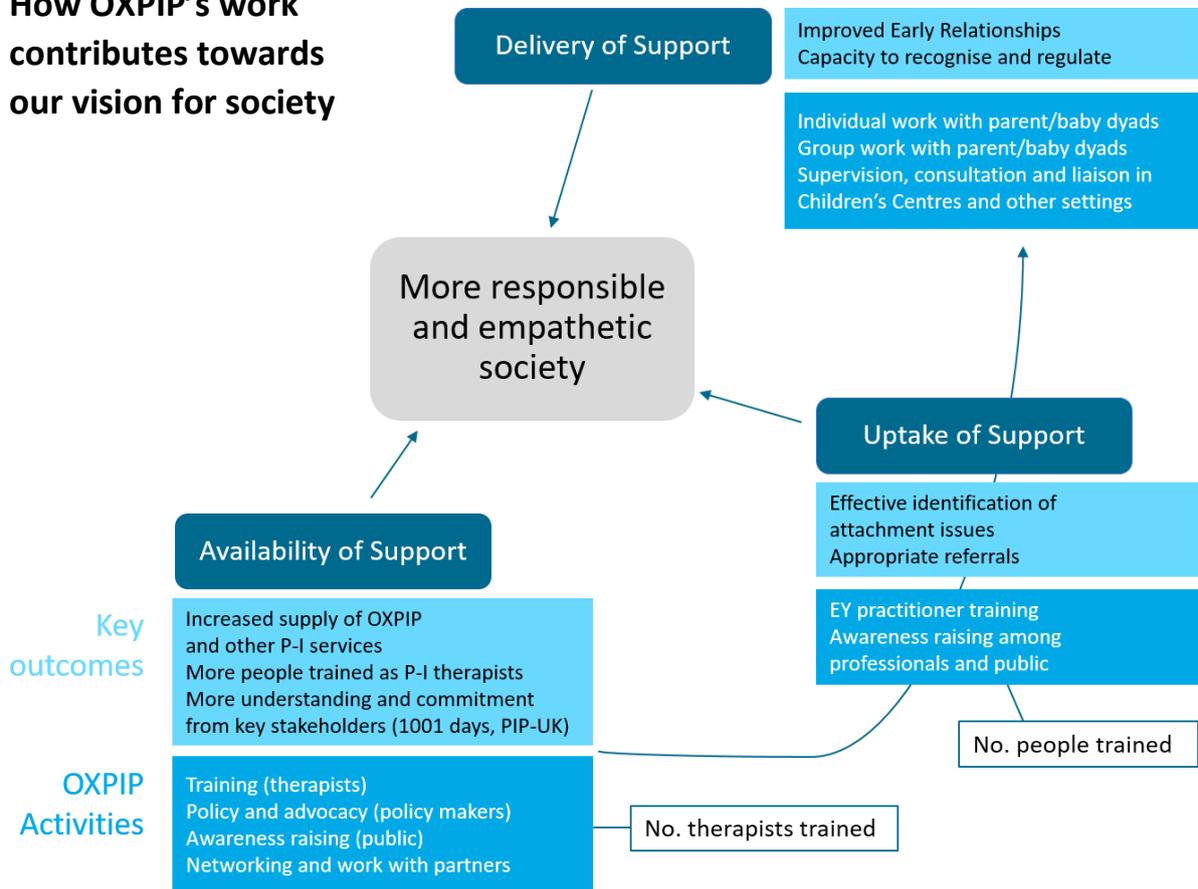
OXPIP's core objectives are:

- To enable positive early relationships through direct parent-infant psychotherapy and related therapeutic interventions.
- To increase the number of trained parent infant psychotherapists.
- To develop early years' practitioners' understanding of parent-infant relationship difficulties, increasing practitioners' capacity to both recognise issues and to provide appropriate support.
- To raise awareness of early intervention and attachment and to influence policy and service development around these issues at both local and national level.



The diagram below shows OXPIP’s theory of change in relation to the work that we do:

**How OXPIP’s work contributes towards our vision for society**



All OXPIP's work is guided by our core values and competencies.

## Values

- **Relationships** - A healthy parent-infant relationship and attachment forms the foundation for the child to learn and develop their emotional regulation skills, social skills, and cognitive abilities.
- **Early Intervention** - Early identification of relationship difficulties and timely intervention are effective for both improving individual outcomes and reducing costs to society both in the short and long term.
- **Accessibility** - Therapeutic support should be available to all parents, from conception to 2 years, who may need help to improve their relationship with their baby.

## Competencies

- **Clinical Expertise** - OXPIP clinicians are all highly qualified therapists who draw on a wide range of interventions and are experienced in working to improve parent-infant relationships.
- **Knowledge and Experience** - OXPIP was one of the founding parent-infant psychotherapy organisations in the UK and has in-depth knowledge and experience of working with parent and infant mental health in a wide range of settings, across a diverse group of clients and situations.
- **Training and Cascading Knowledge** - OXPIP has strong expertise in explaining, communicating and sharing its clinical expertise with therapists and non-therapists to develop their capacity to support parent-infant relationships. We provide consultation to allied professionals.



## Strategic planning: our starting point

OXPIP's strategic planning process ensures that we use resources effectively to meet our charitable objectives. To develop this plan, we have considered key factors affecting the charity including:

- the need for our services
- the national and local contexts for parent-infant mental health service delivery
- our own strengths and weaknesses as a charity
- our learning from recent experience
- the changing economic landscape

The past five years have seen significant changes for OXPIP. From 2012 to 2016 our services grew dramatically with income increasing from circa £260k to £445k. Department for Education (DfE) funding coupled with investment from Impetus-PEF supported a vision for OXPIP to expand services into multiple counties and to deliver a large national training programme. However, this growth was very dependent on the two funders, so when Impetus redirected their support to other sectors, and the DfE contract ended in 2016, OXPIP was forced to reduce provision. This combined with the impact of the cuts, particularly from Oxfordshire County Council contracts, has led to OXPIP's 2017 income falling to £334k, with 2018 income circa. £230k.

2016 and 2017 saw a period of consolidation for the charity, with plans for new service and training development put on hold in response to uncertainty around funding. OXPIP staff and trustees managed this change carefully, with restructuring, planned service reduction and a successful focus on securing new funding streams to sustain the charity's core functions.

OXPIP is now in a strong position to plan for re-growth. In September 2017, the trustees appointed a new Executive Director to work in partnership with the Clinical Director to lead the charity into this new stage, starting with a remit to review service need, models and resourcing.

The reduction in services, pressure to deliver with reduced budgets and insecurity of the past few years have been difficult for OXPIP staff, and some valued members have moved on to new settings. There is a need to nurture, strengthen and grow our existing team and one of our main priorities is to build our clinical capacity. OXPIP must commit sufficient resources to ensure that we appoint, develop and retain the highly skilled and experienced staff team required to deliver our specialist services and training.

We have carefully considered the balance between strengthening our core services and exploring new areas of work, resulting in the priorities detailed overleaf. OXPIP aims to focus the delivery of our direct therapeutic services on local unmet need in Oxfordshire, building on and expanding current provision. We have learnt from experience regarding over-reach and recognise current resource limitations. We aim to develop a broader portfolio of income streams, reduce reliance on any one sources, and to be selective in which funding opportunities we pursue. Central to our planning is a commitment to OXPIP's core ambition that our services should be available to all. We aim to secure funding to increase and maintain our open access service offer across the County. We will optimise availability and access to service by ensuring resources are used most efficiently.



All service development will be assessed against a clear need and risk framework before a decision is made to progress, covering:

- Mission, objects and core values
- Strategic priorities
- Capacity
- Funding sources
- Risks
- Need (including duplication)
- Accountability and suitability
- Ownership and buy in from partners

## Priorities 2018 – 21

OXPIP has identified four priority areas for the next three years:

### 1. Centre of excellence

To reinforce OXPIP's local and national profile as a centre of excellence, raising the standards of parent-infant mental health interventions available for families through influencing policy, shaping service development and commissioning, and innovating models of collaborative working.

### 2. Parent-infant psychotherapeutic services

To continue to deliver and expand OXPIP's parent-infant psychotherapeutic services for families in Oxfordshire that are accessible to all and available in each of the county's five local government districts.

### 3. Training and awareness raising programme

To continue to deliver and expand an annual programme of OXPIP training, education and awareness-raising events on parent-infant relationships and parent-infant emotional and mental health.

### 4. Developing organisational capacity

Through effective income generation and organisational management, to ensure that OXPIP has the governance, management, staff team, policies and resources required to deliver on this strategy.



## Priority 1: Centre of excellence

*To reinforce OXPIP's local and national profile as a centre of excellence, raising the standards of parent-infant mental health interventions available for families through influencing policy, shaping service development and commissioning, and innovating models of collaborative working.*

OXPIP has a national reputation as a specialist in the field of parent-infant psychotherapy, established over 20 years of practice, and we are regularly invited to present at national events in the sector. Our training and lectures are attended by professionals from throughout the UK and abroad. We engage with policy at a national level through networks including PIPUK and the All Party Parliamentary Group (APPG) for 'Conception to Age Two – the first 1001 critical days'.

However, we are aware that our profile has been affected by the charity's recently reduced capacity and uncertainty around the future.

OXPIP clinicians are highly trained. They come from backgrounds in midwifery, social work, health visiting and clinical psychology. All have then undertaken further professional training as psychodynamic, psychoanalytic counsellors/psychotherapists or child and adolescent psychotherapists. Through OXPIP they then undergo intensive training in parent-infant work.

This level of experience and skills mix, with strong roots in psychoanalytical thinking, is very special and something few other organisations can offer. As a result, there are many opportunities open to OXPIP, including the development of our specialist training and consultancy services as a sustainable income stream.

OXPIP has a significant role to play as a catalyst for change, creativity and innovation in the field of parent-infant support services, and there are new opportunities that OXPIP must be ready to respond to. Locally, Oxfordshire County Council is developing a new strategic approach of co-working with the Community and Voluntary Sector. Nationally, NHS England's commitment to the 'Five Year Forward View for Mental Health'<sup>1</sup> increasing access to specialist perinatal mental health support, as well as the government's Green Paper 'Transforming Children and Young People's Mental Health Provision'<sup>2</sup> together offer many possibilities for the development of both training and service delivery in our sector.

OXPIP is looking to strengthen existing and to develop new partnerships with organisations within the sector wherever possible.

We also have a wealth of data from our practice to learn from, as well as the potential to contribute to future research into the impact of parent-infant psychotherapy. OXPIP will ensure that wherever possible our data capture is consistent with practice within the sector, and we will seek out opportunities to engage with academic research.

<sup>1</sup> *Five Year Forward View for Mental Health: A report from the independent Mental Health Taskforce to the NHS in England* Feb 2016 available at <https://www.england.nhs.uk/mental-health/taskforce/>

<sup>2</sup> *Transforming children and young people's mental health provision: a green paper* Dec 2017 available at <https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper>



The following table provides an overview of our plans to meet this priority over the next 3 years:

Centre of Excellence activity	Continue to	New developments	Milestones
<b>Investment in Parent-infant Psychotherapeutic clinical expertise</b>	Resource staff training and time for networking, public speaking and contribution to research, strategy and policy development	Audit of clinical team and development of ongoing succession plan identifying CPD and recruitment needs to secure OXPIP's national profile  <i>See also training development notes under Priority 3</i>	2021 – team of 5 FTE OXPIP Parent-Infant Psychotherapists supported by a circle of freelance consultants working within the OXPIP model.
<b>OXPIP ambassadors</b>		Train staff, trustees and supporters to represent OXPIP to different audiences with consistent presentations and messaging	2019 – Team of stakeholders promoting OXPIP work at local and national level
<b>National strategic engagement</b>	Participation in All Party Parliamentary Group for 1001 Critical Days	Active engagement with Government consultation process on C&YP Mental Health 2018-19  Develop our working relationships with the Royal Foundation Early Intervention Initiative, the Wave Trust, Association for Infant Mental Health, Heads Together and other related national organisations	2020 – representation on steering group and governing bodies  2021 – representation on national government panels and working parties
<b>Partnership with PIPUK and PIPs</b>	Ongoing relationship with PIPUK and support to partner PIPs	Strengthen partnership with PIPUK and participate in their strategic development process. Create new partnerships with other PIPs	2019-20 - OXPIP actively engaged with national network of PIPs and delivering specialist training and consultation

Centre of Excellence activity	Continue to	New developments	Milestones
<b>Local strategic engagement</b>	Representation at partnership level including through Oxfordshire Community and Voluntary Action, Oxfordshire 1001 Critical Days Partnership, Oxfordshire Peri-natal Mental Health Network	Develop strategic engagement with Oxfordshire County Council, Oxford City Council, Health and District Authorities including through the City Impact Zones and Early Intervention Rapid Action Labs	2019-20 – representation on local government and health panels and working groups
<b>Marketing</b>	Ongoing review of all marketing materials, content and tools	Implement an Organisational Marketing Strategy with a focus on OXPIP's online presence, presentation tools and video resources	2019-20 –OXPIP brand recognised, consistent across all services, resources and online
<b>Monitoring Evaluation Accountability and Learning (MEAL)</b>	Monitor and evaluate all training and using five nationally recognized assessment tools for services: Stress on the Caregiving Relationship Index, Parent-Infant Relationship Global Assessment Scale (PIRGAS), Ages and Stages Questionnaire (ASQ), Hospital Anxiety and Depression Scale (HADS), Keys to interactive Parenting Strategy (KIPS)	Review of all MEAL processes and implementation to contribute to the understanding and effectiveness of parent-infant psychotherapeutic interventions. Work towards use of compatibility of data across sector  Explore opportunities to engage in national research	2021 - Engagement with national research project
<b>Consultancy services</b>	Continue to provide consultancy to current customers	Develop consultancy offer for Children and Families Services, Health and other parent-infant services	2020 – Ongoing contracts for consultancy services generating income stream

## Priority 2: Parent-infant psychotherapeutic services

*To continue to deliver and expand OXPIP's parent-infant psychotherapeutic services for families in Oxfordshire that are accessible to all and available in each of the county's five local government districts.*

OXPIP works directly with parents and infants (the dyad) as well as with groups. These services are currently delivered at seven locations across Oxfordshire. Oxfordshire is a rural county with several large populous towns, including the city of Oxford which has a diverse and transient population. Access to statutory specialist parent-infant mental health support is limited and OXPIP is the only non-statutory provider.

Oxfordshire is culturally diverse and so community needs vary significantly across the county. Children's Centres and other community projects have been key routes for OXPIP to reach families, particularly Black, Asian, Minority Ethnic and Refugee (BAMER) families and those facing economic and social disadvantage. The impact of local authority cuts over the past two years, particularly the closure of Children's Centres, have been significant for OXPIP, removing a core income stream but also fracturing longstanding partnerships and relationships with professionals, families and communities.

Though new funding has now been secured, OXPIP's services are reduced and our offer is inconsistent across the county. Reliance on multiple small funding streams has led to the creation of a patchwork of projects with complex referral routes that limit accessibility and can be inefficient to manage.

OXPIP aims to simplify service delivery through the development of themed programmes, with shared review and reporting processes and longer-term resourcing to provide continuity for families, clinicians and communities. Over the next three years we will consolidate existing projects into themed programmes wherever possible.

OXPIP will continue to grow and develop our input to the midwife-led Saplings project, a targeted programme which reaches some of the most vulnerable new parents and babies in Oxford and Banbury. Alongside this, we will explore possibilities for new partnership delivery, particularly within community-based provision, to ensure referral routes for 'hard to reach' families. One example of this is the development of a new pilot, partnership model on the Blackbird Leys Estate in Oxford, informed by the work of the Royal Foundation Early Intervention initiative.

OXPIP will create links with the newly evolving family services projects, that are being set up as independent charities and social enterprises in the wake of the Children's Centre closures across the County, as well as existing early years providers and BAMER projects.

OXPIP also plans to explore new areas of development, such as providing therapeutic help to families who have adopted or are fostering babies between the age of 0 and 2 years but recognising that this will be dependent on both funding and clinical capacity. All development will be assessed against the need and risk framework described above.

Our vision is that in 2022 OXPIP's parent-infant psychotherapeutic services will be delivered in all five county local authority districts, available to and used by families from Oxfordshire's diverse communities, regardless of socio-economic circumstance.



The following table gives an overview of our service-delivery plans for the next three years:

<b>Direct Services Activity</b>	<b>Continue to</b>	<b>New developments</b>	<b>Milestones</b>
<b>Service delivery programmes</b>		Develop themed programmes and consolidate existing projects where appropriate	2021 – Clear themed service delivery programmes with minimum 3-year resourcing plans
<b>Open access</b>		To promote and develop OXPIP’s programme of free direct therapeutic support services to increase availability to families across Oxfordshire, through partnership with the new Community Children’s Centres and other community partnership opportunities that arise.	2021- Free, open access services available in all 5 Oxfordshire districts supported by outreach and specialist programmes to ensure access to all  Target for a 0.6 fte Clinical Post focussed on each district.
<b>Open Access Urban Programme outreach</b>	Delivery in Oxford City	Development of programme in other urban locations including Banbury, Bicester, Didcot and Abingdon. Expansion of provision in Oxford City	As above
<b>Open Access Rural Programme</b>	Delivery in West Oxfordshire	Development of programme across the 4 districts partnering with new Children’s Centre Projects	As above
<b>Open Access BAMER Programme</b>	Delivery in Oxford	Review of models of delivery and location including Banbury and one other	2020 – BAMER Outreach programme delivered in 3 locations
<b>Services for all</b>		Ensure OXPIP services are accessible to so called ‘harder to reach groups’ through the development and implementation of a diversity and equality action plan, including development of targeted projects and the appropriate engagement of beneficiaries in service design	2021 – OXPIP data shows take-up of services by a cross section of society reflecting Oxfordshire’s demographic



<b>Direct Services Activity</b>	<b>Continue to</b>	<b>New developments</b>	<b>Milestones</b>
<b>Saplings</b>	Delivery in Oxford and Banbury	Contribute to the strategic review of delivery and model in partnership with midwifery	2021 – OXPIP practitioner working with 3 mid-wife led Saplings projects across the County
<b>Military Families</b>	Delivery in Benson, Brize Norton and Carterton	Review of need, embedding of service and development of programme. Prioritising bases where referrals are consistent, strengthening relationships with referrers both on and off bases	2020 – One integrated Military Families programme accessible to all Oxfordshire military families, possible model of outreach to engage families in core Open Access Services
<b>Group work programmes</b>		To review past programmes and new models of group work to optimise service reach, particularly around pre-birth support	2019 – New group programme delivery piloted  2021 – Group work established as a themed delivery programme
<b>Adoption and fostering</b>	Scope need and opportunities for OXPIP interventions	Develop project and funding – subject to outcome of scoping	2019 – Pilot Adoption and Fostering work
<b>Young Parents</b>		Explore possibility of project funding	2019 - Pilot Young Parents programme
<b>Social Services and legal referrals</b>	Agree work on a spot-purchasing basis using current protocols	Review area of work; develop agreed offer that fits with OXPIP mission and values	2020 – OXPIP package delivered for 15 social care referred and funded families
<b>Location-based projects</b>	Maintain current venues	Review hub and spoke model of delivery; scope and develop new relationships with possible partners and settings to cover County delivery	2019 – All projects have appropriate spaces for clinical work.  2021 – OXPIP delivering from Oxford base with established spokes spread across County

## Priority 3: Training and awareness raising programme

*To continue to deliver and expand an annual programme of OXPIP training, education and awareness raising events on parent-infant relationships and parent-infant emotional and mental health.*

OXPIP is a highly regarded provider of specialist parent-infant training. We run two tiers of training, one to share our knowledge of attachment and early psychotherapeutic interventions with frontline workers and one to train up the next generation of parent-infant therapists.

OXPIP's programme of seven specialist short courses has been popular with early years, social care and health professionals. The courses enable practitioners to understand attachment and infant mental health and to apply this understanding in their day-to-day work. OXPIP also delivers a popular series of lectures and events and a two-year Infant Observation Course.

To train new parent-infant therapists OXPIP delivers an APPCIOS<sup>3</sup> accredited programme of professional Parent-Infant Therapist Training (PIT) as well as Parent-Infant Practitioner Training (PIP), which is open to a broader group.

Over the past two years, as training budgets have reduced and services been cut and restructured within the sector, OXPIP moved to the delivery of a reduced programme. A decision was made not to run the PIT and PIP training for 2017-2018 to allow time for the organisation and staff to consolidate.

However, with the NHS development of new perinatal services and the inclusion in the Government Green Paper of a commitment to training, there are new opportunities to sell our services. OXPIP is developing relationships with the new Children's and Families services – statutory, third and private sector – including the new Children's Centre projects that are now emerging in Oxfordshire. We are also receiving requests to travel to other parts of the UK and beyond to deliver training. These are all opportunities that require additional organisational capacity.

Over the next three years OXPIP will develop our capacity to deliver through investment in staff training, a review of our training offer and marketing. It is essential therefore that we once again deliver the accredited PIT and PIP training to ensure that there are sufficient specialist clinicians available.

Our vision is that in 2021, OXPIP will deliver a comprehensive Oxfordshire-based programme of accredited training, short courses, lectures and awareness raising events alongside external delivery across the UK, generating a sustainable income stream for the charity.

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<sup>3</sup> The Association for Psychodynamic Practice and Counselling in Organisational Settings (APPCIOS)  
[www.appcios.com](http://www.appcios.com)



The following table gives an overview of our plans for the next three years:

<b>Training activity</b>	<b>Continue to</b>	<b>New developments</b>	<b>Milestones</b>
<b>Parent Infant Therapist Training (PIT)</b>	Development of new PIT/PIP programme	Secure funding to subsidise places  Scope use of PITT training to expand OXPIP's pool of freelance and employed clinicians	2021 – annual programme, 12 participants (6 PIT, 6 PIP)
<b>Parent Infant Practitioner Training (PIP)</b>	Integrate PIP into PIT programme planning		
<b>Short courses</b>	Delivery of current reduced programme of Watch Wait Wonder, Assessing Parent-Infant Relationships, Attachment, Ghosts in the Nursery and Infant Observation in Oxford <sup>4</sup>  Some external delivery subject to capacity	Review of full short course programme and scoping of need with potential purchasers, Oxfordshire and UK wide. Consider accreditation. Use new technology to optimise reach	2021 – annual programme of 24 short courses a year including external
<b>Lecture programme</b>	Delivery of 3 public lectures in 2018	Expand programme, develop speaker pool and market to wider audience	2020- annual programme of 6 lectures delivered to average audience of 100
<b>Conference</b>	Deliver anniversary conference 2018 with 180 attendees	Secure funding and/or sponsorship for future conferences	2020- annual conference attended by 180
<b>Development of training team</b>	Resource staff training and opportunities for shadowing	Audit of training skills and development of organisational training plan including individual professional development plans for each staff member linked to OXPIP's succession planning	2019 – All staff have individual training plans and budgets

<sup>4</sup> <https://www.oxpip.org.uk/training>



## Priority 4: Developing organisational capacity

*Through effective income generation and organisational management, to ensure that OXPIP has the governance, management, staff team, polices and resources required to deliver on this strategy.*

OXPIP has a strong track record of income generation, most recently securing significant new awards to ensure the charity's sustainability following the loss of a core statutory contract.

To achieve and maintain longer term sustainability for OXPIP and our services, we are developing an income generation strategy that establishes a balanced portfolio of income streams, guided by robust service-development assessment.

OXPIP will continue to submit project bids for multi-year funding from large grant-makers, alongside the ongoing round of regular and current funding bids and maintaining relationships with current funders. We will carefully asses any micro-finance opportunities as they arise, informed by recent experience, to avoid the risks of complex and inefficient project delivery.

OXPIP will generate new income from three key areas. Firstly, we will build our income from selling of services – training, events, consultancy and therapy – to the sector and individuals. Secondly, we plan to focus on developing our relationships with potential community, corporate and individual donors. Thirdly, we will re-establish our relationships with local authority and health to ensure that we are in a strong position to tender for any new contract opportunities, that fit our service models, as and when they arise.

The OXPIP charity is governed by a Board of Trustees and the leadership roles are now shared between the Clinical and Executive Directors who work collaboratively to manage the organisation. This new management structure was established in September 2017, following a review of the Charity's needs and capacity. Informed by the new Charity Governance Code, the Board now plan to update OXPIP's governing documents, our risk management processes, performance assessment and to clarify the different roles and responsibilities of trustees and the executive. There will be a focus on ensuring diversity within the Board and succession planning for key roles.

In terms of operations, 2018 will see OXPIP management focus on reviewing systems to ensure effective and efficient services as well as legal compliance. These include casework management; data management and analysis informed by GDPR; and financial procedures. OXPIP's reviews so far have highlighted the need to make better use of appropriate digital technology and software and we will invest accordingly. This will enable OXPIP to provide effective evidence of impact for both funders and potential purchases of services.

OXPIP recognises that any service growth will be dependent on the clinical team's capacity to deliver. As already highlighted, there is a pressing need to invest in, and expand, our existing clinical team. A continued focus on professional development, clinical supervision, reflective space and self-care will be central to this. There is also a need to review and update OXPIP's policies and practice for both employed and self-employed clinicians. To achieve plans for growth, OXPIP must be able to reach out to past colleagues with secure offers of work, as well as training up new practitioners for the future.



The table below provides an overview of plans for the next 3 years:

Capacity activity	Continue to	New developments	Milestones
<b>Income generation</b>	Target 2018-19 £332k (2017-18 £245)	Target 2019-20 £383k	Target 2020-21 £431k
<b>Grants and trusts</b>	Maintain current pattern of regular funding bids and relationships with current funders	Increase number of small funders and secure multi-year funding from larger award makers including partnership bids	
	Target 2018-19 £217.5k 65% of total income (2017-18 £174k, 71% of total income)  <i>£115k confirmed grant income; target £30k small grants cycle, new multi-year funding £50k/year</i>	Target 2019-20 £242.5k 63% of total income  <i>£127.5k confirmed grant income at Mar 18; target £40k small grants cycle, new multi-year funding £75k</i>	Target 2020-22 £246k 57% of total income  <i>£46k confirmed grant income at Mar 18; target £50k small grants cycle, new multi-year funding £150k.</i>
<b>Community fundraising, events and corporate</b>	Deliver established events: opera, carols, sponsored events  2018-19 - £40k (2017-18 £11.5k)	Establish fundraising committee focussing on drawing in wider support beyond the trustee board, 2018-19 to include Quiz, Dinner, Schools, Corporate and other potential local donors  2019-20 - £45k	2020-21 - £55K
<b>Donations</b>	2018-19 - £15k (2017-18 £14k)	Review current processes and develop strategy including improved marketing and donor relationships  2019-20 - £20k	2020-21 - £30k
<b>Services</b>	Sell training, consultancy and service delivery to existing purchasers	Market to health, local authority and third sector providers extending national reach	

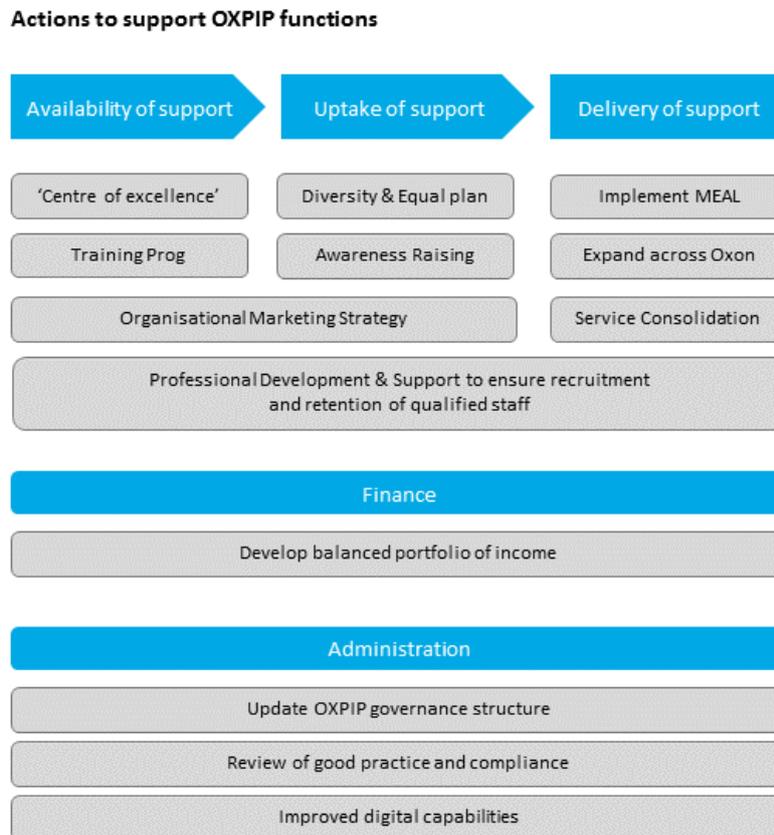
Capacity activity	Continue to	New developments	Milestones
<b>Fees from clients</b>	Charge clients where services not fully funded based on self-assessment  2018-19 - £5.25k (2017-18 £4.75k)	Review current charging process with aim to increase income over 3 years, focus in 19-20 on developing services to private clients alongside open access. Explore Health Insurance opportunities 2019-20 - £10k	2020-21 30 to 35 fee-paying families/ year  2020-21 - £15k
<b>Statutory contracts and tenders</b>		To remain engaged with sector and commissioners to ensure OXPIP is positioned to bid for any appropriate tenders should they arise	
<b>Reserves</b>	Maintain reserves based on 6 months core expenditure 2018-19 est. £125k	Grow reserves with organisation	2020-21 Reserves circa. £160k
<b>Governance</b>	Maintain high standards of governance including annual review of risks, trustee appraisal and skills audit  Continue to ensure good practice in line with relevant legislation and good practice including the new Charity Governance Code (CGC)	Review and update the charity's governing documents, trustee terms of reference, diversity and risk register	2018 – Governing documents fit for purpose; timetable of risk assessment and performance review; agreed terms of reference for trustees and relationship to executive; plan for increasing diversity of board membership
<b>Good practice and compliance</b>	To ensure organisational good practice and legal compliance	2018-19 Implement NCVO Legal Checklist for Charities  Review of financial, safeguarding, data and information sharing policies and procedures.  GDPR action plan and review process  Consider implementing Quality Assurance (QA) framework	2020 OXPIP complying with NCVO Legal Checklist with annual planner for review  QA framework pilot

Capacity activity	Continue to	New developments	Milestones
<b>People</b>	To support and invest in the OXPIP staff team; to ensure strong routes for effective, two-way feedback	Implement 2018-19:  Organisational and Staff Handbook  Organisational Pay Policy review  Move towards employed contracts  Training and Professional Development Plans for all employed posts; focus on strengthening Supervision and Training Delivery capacity  Develop agreed standards for OXPIP Freelance Clinicians  Develop a volunteer policy and programme to ensure safe and appropriate engagement of supporters and ambassadors	2020-21  Staff team of 5 FTE Clinical Posts  Bank of 10 freelance Clinicians working to OXPIP model  Team of 15 OXPIP Volunteers supporting administration, fundraising, marketing and networking
<b>Digital</b>	To optimise the use of new technologies to ensure that OXPIP administrative and operational processes are efficient and effective with a focus on casework management, off-site working and marketing	Implement 2018-19:  Cloud based phone and remote working systems  New online casework management system  New CRM system  Migration of all financial processes to Xero  Digital acceptable use and remote working policies  Provide all clinicians with OXPIP hardware and software package	

<b>Capacity activity</b>	<b>Continue to</b>	<b>New developments</b>	<b>Milestones</b>
<b>User engagement</b>	Use client evaluation and the video project to engage	Develop user-engagement strategy	2020 User representation at Board and Service-development level
<b>City centre base</b>	Maintain Kidlington office and training base	Scope opportunities for appropriate City located office base and service delivery	2021 City centre hub with onsite training and clinical spaces; spokes based in partner organisations across the county

## Risks and Dependencies

The diagram below illustrates the key actions required to achieve OXPIP's three-year plan:



There are several risks and dependencies to be considered.

Given the ever-increasing competition amongst charities for funding, and an uncertain economic climate, we may not reach our income-generation targets, particularly around grants, donations and selling services.

OXPIP can be confident of our track-record of success in fundraising and our plan includes considerable investment in the development of our marketing and reporting capacity which will strengthen our bids. Maintaining relationships with existing funders, as well as developing new, will be crucial. The plan allows for the management and operational capacity to support this, ensuring OXPIP can explore previously untapped income streams such as corporate support and digital fundraising. However, the decision as to progress towards higher risk targets within the plan, such as the move to new premises, will be contingent on confidence around affordability and longer-term funding.

As OXPIP's service is highly specialist, it can appear expensive when compared to other models of early support to parents and babies, so there is work to do to ensure the value and quality of the service is understood by potential purchasers, funders and supporters. We will use the existing body of research evidence as well as implementing effective data capture and assessment tools to better evidence the impact and outcome of our interventions for potential funders and purchasers. Expanding service delivery will, through economies of scale, reduce the service costs.



OXPIP is currently dependent on a number of key personnel and the small pool of appropriately qualified Parent-Infant Therapists. OXPIP plans to both invest in our existing staff team and to grow the external pool of freelance specialists able to work to the OXPIP model. Investment in staff training and development as well as delivering the PIT and PIP programmes, training up the new generation of Parent-Infant Therapists, will support our goal by 2021 of 5 full-time equivalent directly employed clinicians. This is likely to be between 8 and 12 individual clinicians which will give us significant flexibility regarding programme delivery.

Increasing the number of directly employed clinicians will raise OXPIP's fixed costs. Expenditure will be less directly linked to income, and this will need monitoring to ensure that new project work maximises employed staff time with minimal additional costs.

With budgets so tight, there is a risk that take up of our training programme may be lower than expected. The training and consultancy income forecasts are based on cautious occupancy and growth targets. Costs associated with the programme are flexible with the majority only being incurred if events or new contracts go ahead. The development and continued relationships with freelance clinicians will be key to this flexibility.

With investment in our team, effective marketing and capacity for relationship-building, OXPIP can both better meet the existing and growing demand for specialist training that we believe is there, as well as effectively respond to new opportunities that emerge.

There will be regular reviews of progress against the strategic plan by OXPIP senior management and trustees with priority given to core service delivery. The table below gives an indication of the impact on key areas of the plan if income is lower than forecast:

Year	2018-19	2019-20	2020-21
Income target	£332k	£383k	£431k
	<b>Presumed impact on 3-year targets of reduced income</b>		
75%	Team of 4 FTE Clinicians, delivering projects and open-access across 3-4 of LA districts; reduced short-course and consultancy programme; some new project development; remain in Kidlington base. Core service delivery (priority 2. Parent-infant psychotherapeutic services) will be prioritised with overheads reduced accordingly; revised targets in relation to priority 1. Centre of excellence.		
50%	Team of 3 FTE Clinicians, project-only delivery (restricted); just lectures and limited short-course programme, no further PIT/PIP programme delivery; remain in Kidlington base. Core service delivery (priority 2. Parent-infant psychotherapeutic services) will be prioritised with overheads reduced including restructure of management and operations posts; revised targets in relation to priority 1. centre of excellence and priority 2. Training and awareness raising.		

## Success

This plan sets out the roadmap for OXPIP over the next three years.

If successful, in 2021 OXPIP will employ a team of eight-twelve (five full time equivalent) Clinical Specialists supported by an effective management and operations team (three full-time equivalent). This work will be supported by a pool of ten freelance parent-infant clinicians, working to the OXPIP model, and a team of volunteers engaged in administration, promotion and fundraising.

OXPIP's specialist parent-infant therapeutic services will be available, based on assessment of need, to families living in all five local authority district parts of Oxfordshire and we will have developed new areas of work with Young Parents and Fostering and Adoption.

Clients using OXPIP services will reflect the diverse communities of the County, with targeted outreach support available to ensure access by minority and disadvantaged groups.

OXPIP will have strengthened our national profile as a centre of excellence for Parent-Infant Mental Health and be delivering a high-quality, income-generating, programme of training, awareness raising and consultancy, accessed by professionals from across the UK.

We will have an effective trustee board, reflecting the diversity of the communities we serve and ensuring robust governance and effective challenge to the senior leadership team.

OXPIP will have a central base that meets our administrative, training and clinical delivery needs, alongside established spoke locations for clinical delivery across the County.

OXPIP will be actively engaged in the national and local policy discussions around Parent-Infant Well-being. We will have maximised our use of new technology, provide effective evidence of the effectiveness of our services and be contributing to both local and national research in the field.

By 2021, OXPIP will be an acknowledged Centre of Excellence for Parent-Infant Mental Health and be ready to plan for the next period of growth and development.



## More about OXPIP parent-infant psychotherapy

OXPIP are pioneers in providing parent-infant psychotherapy, a form of early intervention, which considers the emotional health of the infant as well as that of the parent. From pre-birth to 2 years, the baby's brain is growing at a phenomenal rate and interactions with adults are key to healthy development. New parents are keen to learn and parent to the best of their abilities. This creates a powerful window of opportunity, where professional support and guidance can bring about quick and transformational changes. By working on the relationship between parent and child, during the formative stages of brain development, many future problems can be prevented.

In 2016-17 just under 400 families accessed OXPIP services, with 75% reporting an improvement in levels of anxiety and depression and over 90% showing an improvement in the parent-infant relationship. It has been evidenced that for every £1 spent on this type of early preventative work, £9 is saved on future interventions<sup>5</sup>.

## Measuring the impact - tools used at March 2018

**Stress on the Caregiving Relationship Index** - OXPIP uses this tool to help ascertain the level of complexity and disturbance in each client's life, relating to past and current circumstances. Research shows that experience is often a good predictor for future capacity in relationships, as in behaviour. This tool is widely used as a way of predicting which families are in greatest need of therapeutic intervention. It has been found that the presence of 1 major risk factor or 4 to 6 moderate risk factors indicates significant concerns. It is clear from the data available for OXPIP overall that almost all of the families we work with are highly vulnerable according to this threshold.

**HADS (Hospital Anxiety and Depression Scale)** is validated and used nationally in clinical services; these instruments measure levels of depression and anxiety. The score for each subscale (anxiety and depression) can range from 0-21 with scores categorised as follows: normal (0-7), mild (8-10), moderate (11-14) and severe (15-21). One item formally assesses a client's suicidal ideation. If a client scores 1 or above on this item, a semi-structured suicidal risk assessment is carried out.

The **PIRGAS (Parent Infant Relationship Global Assessment Scale)** is a scale divided into ten categories used to assess the quality of an infant-parent relationship based on a continuum from 'well adapted (range 91-100) to grossly impaired' (range 0-10). OXPIP clinicians use this to assign a figure for the level of disturbance in the parent-infant relationship at the beginning and end of therapy.

**Video-Interaction Guidance and Video-feedback**, using the identification of good experiences between parent and child, however fleeting, as the vehicle for therapeutic intervention, is a potent tool in bringing about positive change in parent-infant relationships in a relatively short space of time. It can be particularly effective in engaging anxious, frightened parents who are very resistant to exploring emotional issues. This strength-based video intervention is being used by all members of the OXPIP team to very good effect.

<sup>5</sup> *Conception to Age 2 – the age of opportunity* The Wave Trust 2013 available to download at <http://www.wavetrust.org/our-work/publications/reports/conception-age-2-age-opportunity>



## OXPIP Governance and Team

OXPIP is an independent organisation established in 1998, registered as a charity in 1999 and as a charitable company limited by guarantee in 2005. We work in partnership with parent-infant projects across the UK as well as with PIPUK, the national umbrella body for third sector perinatal-infant mental health organisations.

The charity is governed by a board of Trustees who meet regularly throughout the year. The organisation is managed jointly by the Executive and Clinical Directors who lead a team of highly experienced specialist parent-infant therapists, supported by a Deputy Clinical Director and Office Manager.

## Strategic Planning Process

The process, led by the OXPIP Executive Director, has included:

- 121 discussions with staff members and trustees
- Visioning session held with the full staff team
- Review of existing strategy documents
- Consideration of local<sup>6</sup> and national<sup>7</sup> sector strategy documents
- Feedback from external partners
- Guidance from external consultant (pro bono)

Thank you to all the many stakeholders who have contributed to this process.

July 2018

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<sup>6</sup> <https://www.oxfordshire.gov.uk/council/about-your-council/government-oxfordshire/oxfordshire-county-council/vision-and-objectives/corporate-plan>; <https://oxfordshire.org/giving/oxfordshire-uncovered/>

<sup>7</sup> <https://www.ncvo.org.uk/download-publications/publications/2-download-publications/P207-the-road-ahead>; <https://thegoodexchange.com/resources/impact-technology-charity-grant-makers-donors/>

