## **Service Children's Progression**



# SCIP ALLIANCE IMPACT REPORT 2019-2022

FROM EVIDENCE, THROUGH CONNECTION, TO IMPACT

**y** @scipalliance

www.scipalliance.org





## **IMPACT HIGHLIGHTS**

In 2018, we commissioned the first ever UK-wide, systematic, independent research to understand the challenges faced by professionals supporting Service children and to find out what they needed to enhance their work. That **research told us professionals needed to be better connected: with each other, with evidence and with support.** Those three priorities have guided everything we have done throughout the 2019-22 period on a journey from evidence, through connection, to impact.

From the start and at its core, the SCiP Alliance is a partnership. Meaningful and impactful collaboration is both a fundamental goal of the Alliance as well as the way we achieve it. Partnership was the first of five strategic themes for the 2019-22 period – alongside and enabling our goals in practice, research, policy and sustainability – and is wonderfully expressed through the huge expansion of the UK-wide Hub Network growing from nothing to 891 professionals in 12 Hubs hosted by 21 partners working to do together for Service children what they cannot do alone. And their work has been enhanced through 178 network events and a resource bank accessed by 23,750 users.

On the strong foundation of this partnership, we have seen significant improvements in practice, research and policy of which we can all be proud. Research identifies the Thriving Lives Toolkit as a "step change development" having "significant potential for transformative impact". We are delighted that we delivered Thriving Lives Toolkit training to over 600 delegates and that 84% of users rate the Toolkit highly. The rigorous evidence-base underpinning the Toolkit typifies an approach that research shows allies value greatly, demonstrated in the 1,800 documents downloaded from our research repository. And this approach is also key to the policy improvements we have championed like Service children's recognition in UCAS applications and expert, evidence-based policy advice, whether to a Government enquiry, select committee or public consultation.

These few highlights represent myriad actions, innovations and improvements made possible through the diverse allies that make up the SCiP Alliance. And these shared achievements lay a strong foundation for the core Community and Impact ambitions in our 2022-26 strategy. After all, **impact is why the community exists, and the community makes that impact possible.** 



Philip Dent, SCiP Alliance Director

## THE NEED WHAT NEEDS TO CHANGE

The children of armed forces personnel have huge potential, but are at risk of underachieving and too few practitioners are equipped and confident to support them.

Service
children's lives are
characterised by the
diversity of individual
experiences through the
complex interplay of
separation, mobility
and transition (out
of the military)

These diverse experiences lead to lives of additional discontinuity in learning, relationships and

opportunities
for the
development of
adaptability.

independence and

maturity

disadvantage due to the wide-ranging impact of Service in the armed forces on family life

For example, Service children

- Are less likely to access higher education
- May attain less well, if they move school a lot
- Can experience considerable social and emotional disruption impacting their mental health and wellbeing

And most professionals in schools, colleges, universities and other organisations:

- Have low awareness of Service children and their lives
- Do not access evidence-based resources and support
- Do not feel confident about providing the right support

## THEORY OF CHANGE

OUR THEORY OF CHANGE TELLS THE STORY OF WHY WE DO WHAT WE DO: BOTH THE EVIDENCE FOR ACTION AND THE IMPACT WE WANT FOR ALL SERVICE CHILDREN.



VIEW OUR THEORY OF CHANGE IN FULL

## **OUR MISSION**

HOW WE MAKE CHANGE

We bring together practitioners, researchers, policymakers and funders to build a stronger evidence-base, better policy, and enhanced support for Service children's education and progression, placing their voices at the heart of all we do.

# THE IMPACT THE CHANGE THAT RESULTS

The scale and quality of support for Service children grows and they have the ambition, skills, and opportunities to make the most of their unique talents and experiences.

#### PAGE 4 PARTNERSHIP

By helping the SCiP Alliance Community lead and create change together through collaborative projects, events and a UK-wide Hub Network

By developing easily-accessible evidence-based resources and support PRACTICE PAGE 6

Practitioners help each other by sharing ideas, challenges and action Collective resource and expertise is deployed more effectively and efficiently

> Practitioners confidently deliver more and better quality support

> > Research investment, collaboration and knowledge creation grows

Better policy grows the scale, coherence and targeting of support throughout the system Service
children want to,
know how to and
are able to realise
ambitious future
careers and

Service children access more coherent learning journeys and development opportunities



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children make
nformed and confident
transitions and thrive
throughout their
education and
development
iourneys

## **OUR VISION**

Thriving lives for Service children

By leading rigorous research that addresses Service children's and their supporters' priorities

RESEARCH

Researchers help us understand Service Children's lives and what works to improve them

By raising awareness of needs and providing evidence-based policy

advice and guidance

**POLICY** 

EVIDENCE

Policymakers help emove barriers to progression and target resources at need

PAGE 10

## 3 WAYS THE SCIP ALLIANCE HAS DONE THIS

# 1 LISTENING TO LEARN

## **PARTNERSHIP**

THE SCIP ALLIANCE HAS PARTNERSHIP AT ITS CORE. WE HELP OUR COMMUNITY LEAD AND CREATE CHANGE TOGETHER THROUGH SHARED EXPERTISE, RESOURCES, AND COLLABORATIVE PROJECTS. SINCE 2019, WE HAVE STRENGTHENED OUR KEY PARTNERSHIPS:

WITH **SERVICE CHILDREN**, THROUGH LISTENING TO LEARN.

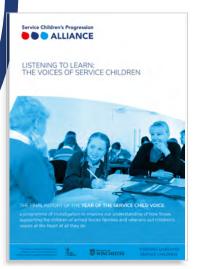
WITH **PRACTITIONERS**, THROUGH ENHANCED RESOURCES, TRAINING, AND COMMUNITIES OF PRACTICE.

WITH **POLICYMAKERS** THROUGH INFORMATION BRIEFINGS, SUMMITS AND EVENTS

WITH **UK-WIDE STAKEHOLDERS**, THROUGH AN ACTIVE AND EXPANDING RESEARCH PRACTICE HUB NETWORK

#### WHAT WE DID

In 2019, the SCiP Alliance began the journey of Listening to Learn with a 12-month investigative programme - The Year of the Service Child Voice. Together, our community explored how those working with Service children can listen to and learn from their voices.



OUR LISTENING TO LEARN
REPORT (FREELY AVAILABLE
ONLINE) DISSEMINATED
LEARNING, CASE STUDIES AND
INSIGHTS AND LAUNCHED A
CONTINUING PROGRAMME OF
IMPROVEMENT INITIATIVES.

#### THE 4 PRINCIPLES:

BE DELIBERATE
BE OPEN
BE CHILD-CENTRED
BE WILLING TO CHANGE

They provide [...] a way that we can all collaborate better together to use our resources to improve the lives of Service children in schools."



#### WHY IT MATTERS

We ensure that Service children's voices are at the heart of all we do. In response to the four principles from Listening to Learn:

- Service children are members of our Board and Management Group
- Service children chaired and participated in our Annual Conference

WE HAVE PLACED LISTENING TO LEARN AT THE HEART OF OUR AGENDA FOR CHANGE:

- Children are Heard is one of our Thriving Lives principles of effective support
- Facilitating a platform for Service children's voices to be heard by their peers and school teachers is embedded in the Creative Forces university outreach model used across the country
- In 2022, we commissioned research to design processes to engage with and embed Service children's voices in practice



#### THE CHANGE WE'VE CREATED

Our online resource bank has been described as "a one-stop shop for practitioners". It includes:

- Bespoke, evidence-based online tools and training
- · Access routes into our community
- Information about relevant events (65 events published)
- Alliance community news and views
- A sector research repository and research briefings
- · Access to the SCiP Alliance's work and publications

#### WHY IT MATTERS

The resource bank makes a vital contribution to the community by providing improved access to high-quality resources that inform, guide and support those working with Service children.

IN 2022, SCIP ALLIANCE MEMBERS REPORTED THEY HAD BETTER ACCESS TO USEFUL RESOURCES NOW COMPARED TO 2018.

SINCE ITS LAUNCH IN 2018, THE ONLINE RESOURCE BANK HAS HAD ...



80,421 PAGE VIEWS (2018-2022)

23,750 UNIQUE USERS

1500

**ENGAGEMENTS WITH THE TOOLKIT** 

THE COMMUNITY CAN SUPPORT EACH OTHER THROUGH THE ONLINE RESOURCE BANK BY SHARING NEWS, EVENTS, AND RESEARCH.

The website is just brilliant! MILITARY CHARITY

# THE SCIP ALLIANCE HUB NETWORK

The UK-wide Hub Network epitomises our priority of partnership by helping allies to do together what they cannot do alone. Since 2019, the Hub Network has grown in size, activity and impact:

Development of eight new Hubs has increased our network to 12 Hubs across the UK;

891 MEMBERS

PROGRAMME OF REGIONAL EVENTS

82% CONSIDERING THE HUB NETWORK EXTREMELY OR VERY USEFUL

OUR HUB NETWORK CREATES POSITIVE CHANGE FOR SERVICE CHILDREN, BY;

- Increasing knowledge of and support for Service children
- Helping practitioners to develop confidence, access resources and share best practice
- Increasing consistent, high-quality outreach work with schools, colleges and universities
- Increasing local intelligence enabling better support for Service children around the UK



■ It's the best of both worlds. You've got national coverage, but then you've got local knowledge, the understanding and different skills.

# 3 WAYS THE SCIP ALLIANCE HAS DONE THIS

# 1 THE THRIVING LIVES TOOLKIT

## **PRACTICE**

DEVELOPING EVIDENCE-BASED RESOURCES AND ENHANCING THE SCALE OF COLLABORATION, THE SCIP ALLIANCE SUPPORTS THOSE WORKING IN EDUCATION TO IMPROVE THE LIVES OF SERVICE CHILDREN.

Development of the Thriving Lives toolkit was really helpful [...] I just check in and make sure that the things on there are happening and, if I'm a bit stuck about a family, then I will use that as a reference.

SECONDARY TEACHER (SCIP ALLIANCE MEMBER CONSULTATION)

#### WHAT WE DID

Launched in 2019, our Thriving Lives Toolkit is an accessible, evidence-based framework and CPD resource for school practitioners. It is:

- · Underpinned by high-quality research
- Available in multiple formats
- Widely disseminated at Thriving Lives Toolkit conferences,
   CPD events and through our online resource bank

#### TO DATE:

667 DELEGATES ATTENDED A THRIVING LIVES EVENT

1500 ENGAGEMENTS WITH THE TOOLKIT (2021-22)

84% RATED IT AS EITHER EXTREMELY OR VERY USEFUL (SCIP ALLIANCE CONSULTATION 2022)

#### WHY IT MATTERS

The Thriving Lives toolkit, described as a step-change development (SCiP Alliance consultation 2022), has created positive changes to practice. It has:

- Raised practitioners' awareness: 98% agreed that "I now understand more about the educational experience of service children." (SCiP Alliance evaluation data)
- Increased schools' ability to support Service children

"Engaging with the Toolkit has facilitated activity, progress and positive outcomes for Service children." (Impact report finding)



# PRACTICE IMPROVEMENT THROUGH TRAINING & NEW COMMUNITIES OF PRACTICE

#### WHAT WE DID

The SCiP Alliance enables allies to share their knowledge, resources and ideas to improve the lives of Service children. Communities of practice were built through:

- Conferences
- CPD events
- Networking meetings
- An active Hub Network and Hub Leads group

# THE SCIP ALLIANCE ANNUAL CONFERENCES (2019-2022) HAVE EACH INCLUDED:

- Research keynote presentation
- Interactive workshops exploring priorities for action
- CPD sessions
- · Networking opportunities

# EBUIL S

#### WHY IT MATTERS

National and regional events brought together researchers, policymakers and practitioners to share good practice, develop their ideas and learn together.

I think the more we all understand what everyone else is doing the better, so we don't duplicate, but also so we can collaborate and partner to do better stuff together. SCiP is pivotal in that."

ARMED FORCES CHARITY REPRESENTATIVE

# DEVELOPING SERVICE CHILDREN'S OPPORTUNITIES AND SELF-EFFICACY

#### WHAT NEEDED TO CHANGE

Service children are less likely to progress to higher education than their non-Service peers.

#### WHAT WE DID

The SCiP Alliance supported stakeholders and universities around the UK to host Creative Forces events, which allow Service children to:

- visit a university campus and take part in on-campus activities with other young people from Armed Forces families
- learn about the courses, facilities and support university can offer them
- · meet university students from Armed Forces backgrounds
- reflect together on their experiences, strengths and challenges as Service children

#### WHY IT MATTERS

Creative Forces empowered Service children to experience campus for themselves, enabled them to learn about what University can offer them, helped them to believe that higher education is a choice open to them (evaluation report by Hall (2019)).

■ I believe I can get into university now I know the different routes I can take".

SECONDARY PUPIL



## RESEARCH

THE SCIP ALLIANCE
SUPPORTS HIGH-QUALITY
RESEARCH AND EVALUATION
THROUGHOUT THE SECTOR.
RESEARCH HELPS US TO
UNDERSTAND THE LIVES OF
SERVICE CHILDREN, AND WHAT
WORKS TO SUPPORT THEM. WE
KNOW THAT EVIDENCE FROM
RIGOROUS RESEARCH IS VITAL
BECAUSE IT:

- STRENGTHENS THE CASE FOR CHANGE
- ENHANCES POLICYMAKING
- ENABLES DEVELOPMENT OF EFFECTIVE PRACTICE



1 COMMISSIONING AND LEADING RIGOROUS RESEARCH

#### WHAT WE DID

We produced and commissioned research papers and evidence briefings in response to gaps in knowledge. Our research and evaluation community developed standardised evaluation tools for practitioners to use at conferences and in the Creative Forces programme.

#### WHY IT MATTERS

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Policy makers and practitioners rely on the Alliance's growing evidence base to inform approaches and activities. The strong research element to the SCiP Alliance partnership gives the community confidence that our activities, such as Creative Forces, and our tools, such as the Thriving Lives Toolkit and the Targeting Tool, are developed on a robust research foundation.

		RESEARCH TIMELINE
	JAN	Evidence briefing: Moving Schools.
	JUL	Evidence briefing: Service Child Distribution in England
		Evidence briefing: Weekending
2019		Evidence briefing: Resilience.
2010	SEP	Evidence briefing: Service pupil premium
	NOV	Creative Forces Evaluation report. (SCIP Alliance)
	DEC	Supporting Service Children in School: An Organisational Improvement Framework. (ICeGS, University of Derby)
2020	MAY	Listening to Learn: The Voices of Service children (SCiP Alliance)
	FEB	Evidence briefing: Service children: A guide to teachers' professional development
	JUL	Armed Forces Students Post-16: Focus Group Report
2021	NOV	The perceptions of FE leaders in supporting Service children: challenges and opportunities for further work.
		Young People from Armed Forces Families: Post-16 Education and Training
	DEC	Evidence briefing: Young People from Armed Forces Families: Post-16 Education and Training
	FEB	SCiP Alliance Thriving Lives Toolkit: Enhancement Project. (ICeGS, University of Derby)
	MAR	SCiP Alliance Thriving Lives Toolkit: Implementation and Impact Evaluation. (ICeGS, University of Derby)
		The potential of an organisational improvement framework to facilitate sharing of practice. (McCullouch, J. & Hall, M.)
2022	MAY	Service children in education: a review of the literature from five countries. Widening Participation and Lifelong Learning 24 (1): 53-85. https://doi.org/10.5456/WPLL.24.1.53 (Hall, M., McCullouch, J, & Lawrence, K)
	JUL	SCiP Alliance Community Consultation Report. (Tiller Research Ltd)
	OCT	Diversity meets Complexity: Supporting Armed Forces Young People to Thrive in Post-16 Education. (Centre for Education and Youth)



# 2 DEVELOPMENT OF AN ONLINE RESEARCH REPOSITORY

# 3

## **DISSEMINATION AT EVENTS**

#### WHAT WAS NEEDED

Research evidence can be disparately located, difficult to access and of varying quality.

#### WHAT WE DID

We created an online Research Repository so that our community and wider stakeholders can easily access a catalogue of high-quality research from a range of academic and non-academic sources.

#### WHY IT MATTERS

The Research Repository is a powerful support to our community. It has become:

• a well-known and popular source of research material.

# 1,800 DOCUMENTS WERE DOWNLOADED (2021-2022)

- a source of high-quality, relevant evidence, and is used by stakeholders and practitioners who are building the case for supporting Service children
- a repository for researchers to contribute their research to, increasing the impact of research activity in the sector
- a regularly updated resource, reviewed and maintained by the SCiP Alliance team

#### WHAT WE DID

From 2019-2022, the SCiP Alliance has disseminated research through delivery of engaging presentations at a range of events. These were attended by stakeholders across the sector. This work includes:

- OVER 30 PRESENTATIONS DELIVERED AT CONFERENCES AND ROUNDTABLE EVENTS
- Researcher keynote speeches at the heart of every SCiP Alliance Annual Conference
- Our SCiP Alliance Research Seminar held in 2019 and our FE summit, held in 2021

#### WHY IT MATTERS

Dissemination creates positive change for service children by:

- informing our community about the latest research
- enabling audiences to further their knowledge through discussion and debate with experts
- enabling our community to build strong cases for the increased support of Service children
- creating a culture of shared learning



It's really good to know that what you're promoting or sharing has a very solid base behind it."

SCIP ALLIANCE HUB MEMBER

## 3 WAYS THE SCIP ALLIANCE HAS DONE THIS

# 1 EVIDENCE AND INSIGHT TO GOVERNMENT

## **POLICY**

THE SCIP ALLIANCE ENGAGES
ITS COMMUNITY IN ONGOING
DIALOGUE AND THOUGHT
LEADERSHIP. THIS SUPPORTS
UK POLICYMAKERS TO BETTER
UNDERSTAND SERVICE
CHILDREN'S NEEDS, TO REMOVE
BARRIERS TO PROGRESSION,
AND TO TARGET SUPPORT
EFFECTIVELY THROUGHOUT THE
SYSTEM.

# ...we secured much-

#### WHAT WE DO

The SCiP Alliance provides Government with trustworthy guidance, sector expertise and key research evidence, through:

- Our online Research Repository and evidence briefings
- Our active network of expert practitioners, researchers, and policymakers
- Data analysis and tools like the online targeting tool

#### SINCE 2019, SCIP ALLIANCE

- Contributed annually to the Armed Forces Covenant report
- Contributed to the Government's Living in our Shoes report (2020)
- Provided expert response to calls for evidence (e.g. Armed Forces Bill 2021)

#### WHY THIS MATTERS

- Our work translates rigorous research into meaningful proposals, enabling the development of evidence-based policy
- Our UK-wide community provides vital lived insight into national issues and regional variations
- Our work promotes the voices of Service children to the heart of policy making



## 2019

 IMPACT HIGHLIGHTED IN ARMED FORCES COVENANT ANNUAL REPORT

...we secured muchneeded policy change. From 2023, the UCAS application form will give applicants the option to identify as being from Armed Forces or veteran families.

# 2 CHANGES TO THE UCAS APPLICATION FORM

# FURTHER EDUCATION POLICY SUMMIT

#### WHAT NEEDED TO CHANGE

Limited awareness among universities of the presence of and outcomes for Service children.

#### WHAT WE DID

Working in partnership with our allies, we secured much-needed policy change. From 2023, the UCAS application form will give applicants the option to identify as being from Armed Forces or veteran families.

#### WHY IT MATTERS

This policy change will improve the lives of Service children by increasing the support available to those entering University with an Armed Forces background. The change will:

- Contextualise UCAS application data and personal statements (e.g. multiple school/course changes, transfers, gaps)
- Enable universities to track the access, success and progression outcomes of students from an Armed Forces background
- Enable providers to identify young people who may benefit from tailored support during their University journey
- Support much-needed improvements in sector research

#### WHAT NEEDED TO CHANGE

Our community told us that there is a lack of research and intelligence on the progression of Service children post-16.

#### WHAT WE DID

In July 2021, the SCiP Alliance organised a further education Policy Summit bringing together stakeholders to discuss the issues, review the existing evidence base, and identify pathways forward.

#### WHY THIS MATTERS

As a result of our Further Education Policy Summit, our community is now working together on strategy and actions to help Service children thrive post-16.

#### THE FE POLICY SUMMIT LED TO

- Increased dialogue and collaboration between FE sector stakeholders
- Concrete action to address the gaps in the evidence base,
   e.g. devising ways to track Service children's progression
   post-16
- Initiation of work to embed post-16 support into FE organisations' strategic planning
- The Alliance securing funding for foundational research resulting in the 2022 report Diversity Meets Complexity and a Thriving Lives framework for FE

#### TIMELINE: SCIP ALLIANCE SUPPORT FOR EVIDENCE-BASED POLICY-MAKING

2020	2021	2022
<ul> <li>EXPERT EVIDENCE SUBMITTED TO THE LIVING IN OUR SHOES INQUIRY</li> <li>ARMED FORCES COVENANT ANNUAL REPORT HIGHLIGHTS LISTENING TO LEARN REPORT</li> </ul>	<ul> <li>EVIDENCE RESPONSE SUBMITTED TO OFFICE FOR STUDENTS UNI CONNECT CONSULTATION</li> <li>EXPERT EVIDENCE SUBMITTED TO THE ARMED FORCES BILL SELECT COMMITTEE</li> <li>IMPACT HIGHLIGHTED IN ARMED FORCES COVENANT ANNUAL REPORT</li> <li>EVIDENCE-BASED ADVICE INFORMED THE UK ARMED FORCES FAMILIES STRATEGY</li> <li>ARMED FORCES COVENANT ANNUAL REPORT HIGHLIGHTS SCIP ALLIANCE HUB NETWORK AND THRIVING LIVES TOOLKIT</li> </ul>	EVIDENCE- BASED ADVICE INFORMED THE ARMED FORCES BILL STATUTORY GUIDANCE

## THE ALLIANCE STORY... SO FAR

#### THE SCIP ALLIANCE HUB NETWORK



SINCE ITS LAUNCH IN 2018, THE ONLINE RESOURCE BANK HAS HAD ...



80,421 PAGE VIEWS (2018-2022)

UNIQUE USERS

1,800 **DOCUMENTS** 

achieving together Service child focus

supportive

ENGAGEMENTS (2021-22)

OF USERS RATE THE TOOLKIT

178 NETWORK EVENTS

Thriving
Lives
toolkit 16 RESEARCH PUBLICATIONS

> Research identifies the Toolkit as a "step-change development"

July August September October November December January **February** March May July August September October November December January helping schools support Anmed Forces Chillips **February** March April May June August

January

**February** 

March April

May

June

Yorkshire & the North East Hub

London Hub

South Hub

Lancashire & North West Hub

Hub Cymru

West Midlands Hub

October

November

December January

> **February** March

> > May

June

Scotland Hub

SCIP ALLIANCE HUB NETWORK TIMELINE

Lincolnshire & East Midlands Hub Greater Manchester Hub

Oxfordshire & Central England Hub

East Anglia Hub

## LOOKING AHEAD: THE SCIP ALLIANCE 2022-26 STRATEGY

#### **BUILDING OUR COMMUNITY**

Every day, throughout the UK and overseas, thousands of professionals – in education, research, governments, charities and more – contribute to UK Service children's wellbeing and success. They come together as part of the Alliance Community to enhance their work for Service children by sharing challenges, solutions, resources and the successes made possible through their collaborations.

#### **ENHANCING OUR IMPACT**

Rigorous research and its systematic application to practice and policy are in the Alliance's DNA. Allies repeatedly cite the robust foundations of the support the Alliance provides – whether practical tools, training, guidance or resources – as key to improving the scale and quality of their work with and for Service children. Demonstrating and understanding the impact of that work will enable us to sustain and grow our impact.

# OUR COMMUNITY GOAL

WE WANT THE FULL
DIVERSITY OF STAKEHOLDERS
SUPPORTING SERVICE
CHILDREN TO BE DEEPLY AND
SUSTAINABLY ENGAGED IN
COLLABORATIVE ACTION ON
OUR SHARED MISSION AND
VISION.

### OUR IMPACT GOAL

WE WANT TO SET THE STANDARD FOR EVIDENCE-BASED PRACTICE AND POLICY AT EVERY PHASE OF SERVICE CHILDREN'S LIVES AND TO BE THE VANGUARD OF RIGOROUS RESEARCH UNDERPINNING IT.

Our ambitions for building our community and enhancing our impact support the long-standing vision and mission of the SCiP Alliance captured in our theory of change.

Impact is why the community exists, and the community makes that impact possible."

## **OUR VISION**

THRIVING LIVES FOR SERVICE CHILDREN
OUR MISSION

WE BRING TOGETHER PRACTITIONERS, RESEARCHERS, POLICYMAKERS AND FUNDERS TO BUILD A STRONGER EVIDENCE-BASE, BETTER POLICY, AND ENHANCED SUPPORT FOR SERVICE CHILDREN'S EDUCATION AND PROGRESSION, PLACING THEIR VOICES AT THE HEART OF ALL WE DO.

## **OUR STRATEGIC APPROACH**

Our independent community consultation demonstrated the high value placed on the Alliance and its activities, and it highlighted the significant potential of existing assets to achieve even more. In response, our strategy focuses on investing in existing strengths and targeted new developments to maximise the benefit for the community and our support for collective impact on Service children's lives. The strategic goals that follow demonstrate how we will embed, enhance and expand existing work, and establish key developments to achieve our community and impact goals.

#### **OUR STRATEGY: COMMUNITY + IMPACT**

By building the community that our research says is one of the Alliance's most valued assets, we will increase the number of allies working together and the quality of the support we provide for Service children - and the impact on their lives. By deepening our understanding of that impact and sharing that knowledge with the sector, we will continually strengthen the case for collaborative action - and engagement in the community. That is the Community + Impact cycle.

#### **EMBED**

FOCUS ON MAKING THE MOST OF CORE STRENGTHS

#### **ENHANCE**

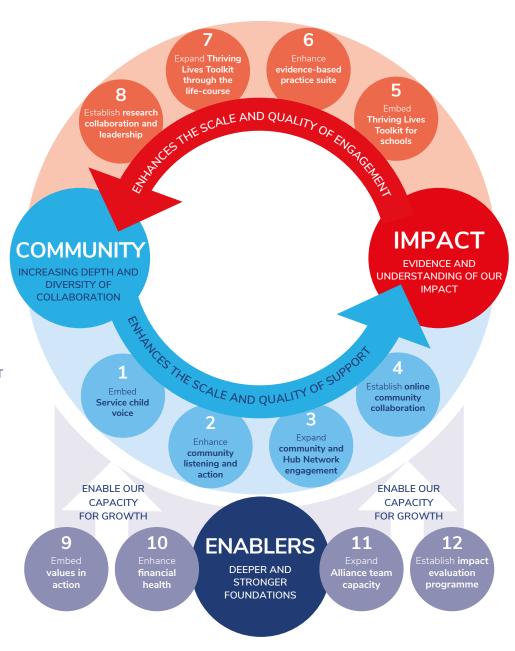
REFINE AND STRENGTHEN VALUED ACTIVITY

#### **EXPAND**

EXTEND THE REACH AND APPLICATION OF KEY ASSETS

#### **ESTABLISH**

DEVELOP NEW ACTIVITY TO SUPPORT COMMUNITY AND IMPACT PRIORITIES



## **GET INVOLVED**





GOT TO OUR WEBSITE TO FIND OUT MORE



ATTEND AN EVENT



USE THE
THRIVING LIVES
TOOLKIT





USE THE ONLINE TARGETING TOOL



SUBSCRIBE TO OUR NEWSLETTER



JOIN A HUB

## **GET IN TOUCH**



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