



2024-2027

The Muirhead Outreach Project

MUIRHEAD

STRATEGY



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What the future
looks like



1. Foreword

A small, early intervention charity, supporting families to repair and rebuild relationships.

Family breakdown can be the result of relationship difficulties, individual problems, interpersonal difficulties, manifestation of earlier trauma or structural factors such as poverty. It is most likely a combination or interaction between these factors over a long period of time that can result in the breakdown of family relationships.

Everyone goes through challenging times in life and many of us would benefit from the support of others as we work through it. We aim to support families who are facing difficulties. We will do this by maintaining our commitment to our core purpose and delivering our strategic outcomes. These outcomes support our vision and values and positively promote equality, improved health and wellbeing, safety and inclusion for all. All newly referred families work through an 8-week foundation period where they learn about family routines, how to communicate in a positive way and how to effectively de-escalate. During this period, we work with the family as a whole – both parents and child (and anyone else that may stay in the home). We are unique locally, as we work with the entire family. We realise that sustainability means making changes for everyone in the home and, as a result of our inclusiveness, quality of life improves for all members of the family. After the foundation period of work, the family days and various groups and workshops become available to the family. This gives them a chance to continue their development and for us to maintain a connection with the family. These groups help provide the families with a sense of belonging, important social connections, a sense of achievement and a sense that life can be good! Our support continues throughout the school holidays where families can join us on activity days or take a break at our beach side caravan.

This plan has been developed in consultation with staff, families and volunteers to ensure a voice for all and that the service best meets the needs of those it is for. We will continue to review the methods we use to encourage and facilitate feedback from our community to assess what needs to be improved. Overcoming trauma requires a foundation of stable, nurturing, loving relationships, we aim to work within [Scotland's Promise](#) to help our community achieve this.



2. Mission & Values

Our mission:

Keeping families together through challenging times.

Our vision:

For all families to overcome difficulties then go on to have healthy relationships and positive experiences.

Our values are important in ensuring our community is getting the support they deserve. They show how we treat our families and colleagues and expect to be treated in return. They help us to align with other organisations who have similar values and ensure we can create sustainable change for the families we support..



Safe

We aim to create an ethos of care where everyone has the right to be in a secure and safe environment. We ensure families are safe from harm, neglect and exploitation and aim to reduce the impact of trauma.



Nurture

We give families the tools to repair, maintain and nurture themselves and relationships. We nurture our staff by having a caring work environment where their health and well-being are paramount.



Inclusion

Families are at the centre of our support. They have a voice in their care. We work in partnership with them and other organisations to create an ethos of inclusion and ensure people feel valued.



Understanding

Using empathy and compassion we show understanding by never judging, listening and appreciating different perspectives and giving families the tools to achieve this.

2. Mission & Values

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Connection

We aim to help improve family relationships that then have a wider positive impact on developing relationships out-with the family unit. We build these connections through partnership working and our Foundation Work.



Transparency

We work with an open, honest and respectful approach. Transparent communication fosters a collaborative culture, where everyone has a voice and secrets are abolished in favour of honesty and openness.



Community

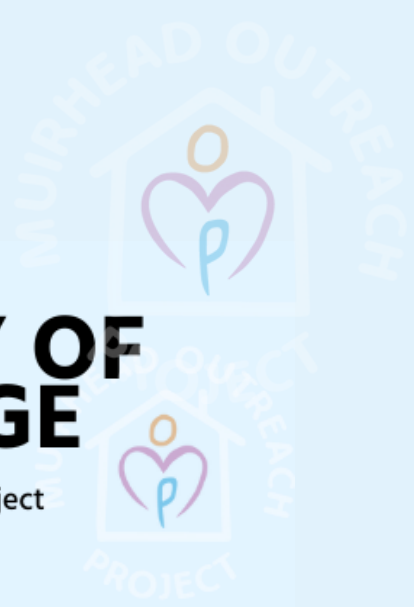
As social beings, understanding other people opens up the possibility of seeing and understanding situations from different perspectives. In this sense, we favour the processes involved in building a community that creates empathy and values.



Sustainability

Our work makes long-term changes for families which allow them to go on to conduct a full, rich life; finding meaning, and flourishing. Our charity must be equally sustainable and we must be able to continue to be here. We accomplish this through creating change and building a fundraising strategy.

3. Theory of Change



THEORY OF CHANGE

Muirhead Outreach Project

WHY WE ARE NEEDED

Families experiencing difficult times.

THE NEEDS

1. Families feel isolated and need help finding a sense of belonging and achievement.
2. Families need support in understanding emotions, routine and communication and breaking the trauma cycle.
3. Families need support to improve their well-being and self-esteem.
4. Families need help building resilience.

ADDRESSING THOSE NEEDS

Through our strategic programmes of: our Foundation work, family days, parents groups, youth groups, parent & child groups and support hubs.

1. Families will have a sense of belonging and achievement.
2. Families will have improved mental health, well-being and self-esteem and have broken the trauma cycle.
3. Families will have more positive experiences and relationships will be strong.
4. Families will have the tools and resilience to repair and maintain relationships.

STRATEGIC GOALS

1. **Connection** - Families feel better connected and as an organisation we are connected with other groups and teams.
2. **Evolve** - Families evolve to need less support. As a charity, we evolve to meet the needs of our community.
3. **Sustainability** - The change in the lives of families is sustainable. We are sustainable as a charity.
4. **Community** - We build a strong community through partnership working and hosting community events.

ACHIEVING OUR MISSION OF

Keeping families together through challenging times.



4. Strategic Objectives



Strategic Objectives 2024-2027

01 Connection



Partnership working with other organisations. Establishing, maintaining & nurturing relationships.

02 Evolve



Developing our services to meet the needs of our community. Our community evolves to have resilience and the tools to build connections.

03 Sustainability



Sustainable fundraising and creating long-term changes by giving our community the tools to repair and maintain relationships.

04 Community



Creating a community to reduce isolation and improve wellbeing. Making sure basic needs are met, in order to facilitate a sense of belonging and achievement.



5. Connection

Partnership Working & Nurturing Relationships



We aim to help families establish, maintain and nurture relationships. We want them to have a sense of belonging and purpose. A sense of belonging is crucial to life satisfaction, happiness, mental and physical health and even longevity. It gives us a sense of purpose and meaning. Research has shown that loss of belonging has been associated with stress, illness and decreased wellbeing and depression. We want them to have the tools to repair and rebuild their connections and relationships and the resilience to continue that work throughout their lives. Our vision is that any family who experiences difficulty, can overcome it and go on to have healthy relationships, positive connections and positive experiences.

We want to build partnerships with other organisations and become known as experts in repairing family relationships and helping families to break the trauma cycle. We want to be a voice for families, creating change, reducing stigma and building relationships in all sectors.

6. Evolve

Building Resilience & Meeting the Needs of the Community

We want our families to evolve and develop their skills and resilience in order to have healthy, happy lives. We achieve this through our foundation work and follow-on support.

Whilst always remaining a family support service, where we strive to keep families together through challenging times, we recognise that in order to meet the needs of families who need and want our support, we need to constantly evolve to meet the needs of our community.

To do this we aim to develop our services by adding more staff, volunteers and services and creating hubs in the communities we support. We aim to drive our service forward by increasing the areas we work in and the number of people we can support.

We want to provide a flexible and understanding workplace, paying above the living wage. Our staff will be motivated, skilled and diverse and we will attract the right expertise to deliver our strategic priorities. We aim to help people back into the workforce thereby reducing the number of people relying on benefits. Studies show that employment provides improved self-esteem and better well-being. It provides a sense of purpose and achievement. Having high self-esteem is key to positive mental health and well-being. A 2014 study found higher self-esteem led to more loving and supportive relationships within families. High self-esteem is considered to be protective against many mental health conditions, such as depression and anxiety. Low self-esteem is linked to depression and poor physical health. Achievements are central to our self-esteem and sense of self, we need to achieve to feel worthy. Achieving something can make you feel on top of the world and boost your mood enhancing brain chemicals. This also links to Scotland, The Promise; where nurturing the workforce is key: **"Supporting the workforce to care must be at the heart of Scotland's service planning. Supervision and reflective practice is essential for all practitioners, regardless of their professional discipline or role, who are working with children."**



7. Sustainability

Long-term Change and Sustainable Income.

We aim to create long-term change by giving our community the tools to repair and maintain relationships and develop resiliency. We will help them build a strong foundation and attachment. This will be accomplished through the Foundation Work Model then continuing support at our various groups, family days and access to caravan holidays. As we aim to support more people over a larger geographical area, we will add services that best serve our community.

We aim to ensure the best wages and training to employ and retain the highest standard of staff and professionalism.

We will diversify our income by gaining multi-year funding, creating and delivering workshops to other professionals and providing spaces for community hubs and rental to other organisations. We will secure funding for the Charity Development Officer salary in order to ensure our charity is continues to be here for the long-term.



8. Community

Building a strong community through partnership working and giving families a voice.



We will bring communities together through events that not only benefit the charity but the local area and society as a whole. Our Rainbow Run Glenrothes and our Muirhead Bake-off are two examples of events we hold which aims to increase income and participation year on year, bringing fun and a sense of community to the local people and other organisations.

We will strive to ensure isolation is reduced and the community has more opportunity for achieving and a stronger sense of belonging. We will work collaboratively to ensure that our community is able to shape their care, based on their needs.

We will reach out to and forge bonds with local businesses and other organisations to share learning and good practise.

9. 2020-2023 Impact

MUIRHEAD IMPACT 2020-2023



100%

of service users
happy with MOP



90%

of services users
felt their well-
being had
improved due to
our support.



18

The number of
family events we
held over the three
years, including
during lockdown.



350

The number of
people supported
through 3 years.

9. Case study

Keeping families together through challenging times.

Background

The D family were referred to Muirhead Outreach Project in November 2021 by Child A's guidance teacher at their High School with consent from both Mum and Child A. Contact was made to Mum, by a Muirhead Support Worker to carry out an initial assessment in their home. Mum was a single parent to Child A who was 13 years old and Child B who was 5 years old at time of referral. The family had recently moved from the west of Scotland to Fife due to seeking a new start from previous domestic violence history from Child A and B's father towards Mum. Child A has a diagnosis of Autism whilst Child B is on the ASD pathway but with no diagnosis at this time. Mum was struggling having two children with additional needs and having no family or friends in Fife as support. Child A struggles to sleep and had been struggling to cope in her new school. Although CAMHS were initially involved for 1 year before the family moved to Fife and prior to their diagnosis (early 2021) they discharged Child A after advising Mum there was nothing wrong with them. Child B initially enjoyed school but quickly began to struggle in their current mainstream environment due to issues such as sensory, peer relationships and their understanding of the learning. Child A and B often clash due to their differing complex needs and levels of understanding, but they are extremely close as a family of 3.

Engagement

Soon after the initial assessment, the referral meeting process took place where it was agreed the family would benefit from Muirhead's 8-week Foundation Groupwork and they began at a High Support Level. One of the main aims for this was to allow for support networks to be built up with other parents who may be dealing with similar issues such as isolation, children with additional needs and a breakdown in relationships. Throughout the weeks, it became clear that Mum was very in tune and committed to making sustainable changes with her children who would at times attend the Groupwork with her, but she was also very overwhelmed and struggling to have her voice heard in areas such as her children's education, health (physical and mental) and her own Mental Health. A good rapport was built between the Muirhead support worker and Mum during this time through trust, giving space and opportunities to listen to Mum, encouragement and compassion and using a trauma informed approach, which allowed Mum to have a voice for what she describes as 'the first time'.

Mum's own background experiences with a range of professionals had made it difficult for her to engage with them confidently and assertively in the past. She described herself as often getting triggered by the way they spoke to her, or the assumptions made about her due to her childhood trauma meant they treated her negatively. There was, however, a noticeable change during the Foundation Groupwork which continued afterwards as her confidence in her own ability and self-worth grew. Mum has a great self-awareness and although she only has a school education herself up to Primary 5, has spent a lot of time over the last year informing herself around areas such as the rights of her children, Autism, ADHD, and additional needs/educational legislation. This can often be overwhelming at times for Mum, due to the professional jargon and literacy frequently used in these areas, but it does not deter her.

9. Case study

Keeping families together through challenging times.

Post Foundation Work

It is clear, the tools Mum has learnt throughout the Foundation Work have been helpful and transferable throughout many areas of her life, this has been especially so around Child B. After attending the same school for over 1 year, things have escalated to a point that is both highly distressing for all involved, especially Child B. Meetings between Mum, School, Educational Psychologist and the Paediatrician have been challenging and after many attempts from Mum to work with the school in highlighting child B's needs including sensory, social and learning ability, things continue to escalate at school. There are however positives and in finding extra-curricular activities through home-schooling Child B, they have taken up Ice-Skating at a local ice rink. In the short amount of time Mum, Child B and Stepdad have been learning to ice skate, Child B has become calmer, sleeps better at night, can stay focussed and has mastered ice skating quicker than most.

During this time, the family moved from a High Support Level to a Medium Support level from Muirhead Outreach as it was felt they needed less intensive 1-2-1 support. Both Child A and Child B have attended family days with Mum and Stepdad as well as Wellbeing Art and Parent and child groups at Muirhead Outreach Project where they feel a sense of belonging and acceptance. Mum has become a voice and an advocate for her children and herself and although there is still a long journey ahead, this Mum is feeling empowered, heard, and positive about the future.

1 year on - Present

After a difficult start to the year where the family had experienced loss of family members as well as Stepdad and Child B's Mental Health taking a dip, Mum continues to lean on her Support Worker when needed and put the tools, learning and confidence she has gained into practise. After a suicide attempt which ended up with Child A being taken into hospital, Mum's confidence in Mental Health Services was at an all-time low. An impending visit from the emergency CAMHS team left Mum feeling overwhelmed and old feelings of mistrust rose to the surface. The families support level was increased to High and their Muirhead Outreach Support Worker was on hand every step of the way. Support was given to both Mum and Child A during the hospital stay and the meeting with the CAMHS team, which resulted in child A finally getting the support they needed. Mum expressed her feelings on Muirhead's support during this time 'that was honestly one of the worst night/days of my life and you were there for me, and my child and it will forever be appreciated because I really needed someone'. Muirhead are aware that life isn't always smooth sailing and that at times when a crisis happens, this can leave families feeling overwhelmed and in need of a higher level of support in the short-term. They can also be an extra voice when it comes to highlighting to other professionals the needed to be involved. Child A is now receiving regular support from the CAMHS service and Mum feels better equipped to deal with this type of situation before it gets to crisis point.

Mum has since moved Child B school (a decision she did not take lightly) and due to this has seen her child absolutely thrive. The school have taken their additional needs into consideration in every aspect of school life, meeting Child B where they are at, Mum's words are 'My child is allowed to enjoy school life like everyone else like he always should have been'. There is clear evidence from both school and Mum that Child B's learning has improved, they are taking part in all areas of the school curriculum such as sports day and outside play and they are building friendships with their peers, all of which were non-existent at their previous school.

9. Case study

Keeping families together through challenging times.

Although the family are thriving in areas of Mental Health and Education, Mum was still struggling to find environments that were inclusive of additional needs. Therefore, Muirhead suggested the family connect with another organisation in the area who work with families who have a child under 25 at home with additional support needs. Muirhead work closely with this organisation, whose values align closely with their own and are an organisation they can trust to refer families too or work alongside. From the families first visit Mum described the experience as absolutely amazing 'I left there feeling so much better and not isolated and I realised there's other families just like ours'. Due to the work the family have done during the Foundation Work and the confidence and resilience the family have built over the last year; they have been able to bounce back quicker with each challenge they face and continue to be supported by Muirhead Outreach for as long as they feel the organisation is needed.



'YOU ONCE SAID TO ME YOU WANT TO MAKE A DIFFERENCE AND I JUST WANT TO TELL YOU, YOU HAVE MADE A MASSIVE DIFFERENCE IN MY LIFE AND MY FAMILY'S LIFE, FOR A VERY LONG TIME I LOST MY VOICE AND MY CONFIDENCE AND YOU HELPED ME FIND THAT AGAIN AND IN HELPING ME FIND THAT YOU'VE HELPED ME HELP MY CHILDREN SO YOU THANK YOU'
-MUM'S MESSAGE TO HER SUPPORT WORKER – JANUARY 2023

10. What the future looks like

3 year plan

MUIRHEAD OUTREACH

1

2024

- Increase wages to match the experience, skill-set and qualifications of our staff as well as mirror those other professionals working at a similar level.
- Begin creating pop-up hubs.
- Deliver training to other professionals.
- Increase our partnership working with other organisations.

2

2025

- Employ more staff - youth worker & support worker.
- Gain permanent premises for hubs.
- Create other services needed by our community
- Extend the geographical area we cover.

3

2026

- Employ further staff.
- Gain more multi-year funding.
- Create new offices and hubs across a wider area.



Thank you for your support

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