



Compass Support
Making lives and communities better



Corporate Plan 2021-2024

Making lives and communities better



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Vision

'Making Lives and Communities Better'

Values



#Community

Do our best
Listen to what matters
Be ambitious



#Respect

Take responsibility
Be helpful and kind
Embrace diversity



#Empower

Invest in colleagues
Build trust
Create confidence
and capacity



#BetterTogether

Find the best and inclusive
ways to make things better
Make the most of resources
Work smart/hard and enjoy
what we do



Corporate Plan 2021-2024

Strategic Aims & Objectives

Strong Vibrant Communities

Support People

Deliver a service to support young people, adults, families and communities to improve the quality of life and wellbeing

Partnerships

Continue to enable and support effective partnerships for community regeneration

Community Voice

Strengthen the community voice in the places we work

Business Excellence

People

Be an employer of choice

Money

Be financially strong

Governance

Maintain effective governance

Processes

Have great processes and better technology to deliver great services

Core Measures

- Overall satisfaction with our opportunities
- Improvements in health and well-being
- Successful outcomes for children, young people and families
- People moving into employment, training or volunteering
- Income generated
- Social return on investment

1 Our Why

Since 2004, we have been providing opportunities that enable people to make a positive change in their lives. Operating in our core communities - Castle Vale, Falcon Lodge and Stockland Green - in north Birmingham, and further afield, we recognise that one size doesn't fit all. Our opportunities - employment, family support, health and well-being, children and

young people, independent living, and access to a variety of provision through our community hubs - are tailored to the individual, looking at the whole person, providing the full package.

We will continue to build upon our rich heritage, and as the charitable arm of The Pioneer Group, our opportunities will support our shared **VISION, VALUES, STRATEGIC AIMS and OBJECTIVES.**

Vision

'Making Lives and Communities Better'

Values



#Community



#Respect



#Empower



#BetterTogether





Our last Corporate Plan 2015-2020 focused upon strengthening our business and increasing our reach. This enabled us to provide opportunities for more people within north and east Birmingham. We worked with residents to genuinely understand their situation, building trust and support to identify the best solutions to achieve the greatest impact. Over the last 5 years we have had nearly 13,500 engagements with, on average, over 85% achieving a positive outcome. Our opportunities provide value for money with our social return on investment as £1:£9.54 (2019-20). However, the personal and structural characteristics that affect people's lives are often deep-rooted. The wider economic and social impact of the world around us disproportionately affects those we serve. Those hit the hardest, are often those who are left behind with the majority of communities we support remaining in the 10% most deprived areas and the gap between richer and poorer increasing. Whilst there remains significant structural and policy challenges we will seek to respond to the inequalities that exist within our communities by providing access to the right service at the right time.

Social inequality has been exacerbated further by the coronavirus pandemic which has had a significant impact, and devastating consequences upon individuals locally and globally. Numerous research has been undertaken, and this alongside our own experience, continues to highlight the impact of the virus on the economy, health and well-being, education, and managing life in general. Those in higher deprivation areas continue to be impacted upon more. Through the difficult times it is also evident that the pandemic has seen a coming together of communities – local and city-wide responses to crisis including food deliveries, activity packs, home-learning support, increase in volunteering and be-frienders, alongside financial support to local organisations is something to feel proud of.

This last year (2020-21) has seen us adapt in many ways to respond to covid-19. Within days, and at times hours, our opportunities were delivered which took both staff and service-users out of their comfort zone. What was evident, and still continues to be, is the on-going commitment and drive of colleagues to be responsive to people's ever changing circumstances. Not only did we continue to deliver, we scaled up to meet the increase in demand and respond to many crisis situations. We could not have achieved this without our trusted staff, partners, volunteers and funders.

The on-going impact and after effects of the pandemic are hard hitting and will continue to be for a long-time. The increasing challenges of unemployment, poor mental and physical health, poverty, educational impact, unhealthy relationships and exploitation means that there is a higher demand for our services **#Community**.

This is often more than resources allow, however, we believe this provides a platform for more partnerships and collaboration in its truest form **#Better Together**. Our approach to asset-based community development provides new opportunities for local people, alongside succession options **#Empower**. Fundamentally, the way we work with and support others will continue to be engaging, positive and inclusive **#Respect**.

Recovery, economic and social, will take months or even years. We have spent much time reflecting upon the last year and what this means for Compass Support and our service-users going forward. One thing is clear to us, a new 'norm' has been formed. We continue to learn from the past to inform the future. How we operate, interact, do business has, and will continue to change.



We recognise that times remain tough for increasingly more people and we want to continue to offer our opportunities in a way that meets changing needs to help them through. We will deliver this through our **STRATEGIC AIMS** and **OBJECTIVES**:



Strong Vibrant Communities

Support People
Partnerships
Community Voice

Over *the next three years* we will build upon our successes whilst reviewing our provision to ensure this meets local needs, informed by community voice and hard data. Our commitment to our core communities; Castle Vale, Falcon Lodge and Stockland Green remain strong and are complemented by a wider service offer delivered in north and east Birmingham. Our opportunities will align with community plans for these neighbourhoods with a focus upon education, employment and skills, community safety, and health and well-being.

We recognise there continues to be a growing demand and an increase in gaps in service provision. As a response to this we have re-focused our service offer to ensure we are making the biggest impact and support achieving our vision. In addition, we understand the geographies in which we operate are diverse - we will ensure our opportunities are accessible and are reflective of our communities we support.



Business Excellence

People
Money
Governance
Processes

The world in which we operate remains challenging, for local people and the voluntary and community sector. Current research shows that over the last year 40% of charities' financial position has deteriorated, with 45% experiencing an increase in demand and 42% experiencing a decrease in volunteer support (NCVO Feb 2021). Good governance, financial strength and investing in people provides the foundation of what we do and how we do it. The funding challenges however, remain the same. We will therefore continue to be agile in our approach and our responses, ensuring the right structures are in place to enable services to continue.

Our priorities over the next three years have been informed by understanding the world around us: we have reviewed data; asked our colleagues and stakeholders their views; talked to people who access our opportunities; identified gaps. Our focus will be upon continuous improvement and review to ensure we respond effectively and efficiently to the environment in which we operate.

2 Our How



2.1 Strong Vibrant Communities

i) Support People



We will deliver a service offer to support young people, adults and communities to improve their quality of life and well-being. Our over-riding approach is to build resilience in those we support. Providing the right tools at the right time is critical to enable this to happen.

Our **delivery platform** has changed considerably during 2020-21. We have made a shift to virtual provision with a blended face-to-face offer being provided where possible. The past year has shown that, for the majority, this has worked well though access to some of our opportunities have seen a reduction in engagement, which has led to some 'drop out' by service-users. The lack of human physical



contact, as a wider result of the pandemic, has contributed to an increase in poor mental health and low resilience to tackle the challenges people are facing within their lives. Managing during this time for those already struggling, or just about coping has been too much often leading to withdrawal.

A review of equalities data tells us that there is no over-riding impact upon protected groups – those who have withdrawn from services are proportionate to those who access our services and local demographic data. However, we do know that for the majority of service-users accessing our services who have disengaged experience poor mental health. There are also the additional concerns regarding safeguarding and welfare.

The two main areas of focus are:

Digital – to increase access to devices/ wi-fi and build confidence in using technology through digital support

Re-mobilising face-to-face provision - planning for re-introducing face-to-face visits where these are currently on hold. Driveway/doorstep conversations and outreach activities in line with restrictions

We will continue our blended offer of services to ensure we meet the on-going needs of our current and new-service users in the future through our range of opportunities.

Our **Health and Wellbeing** offer will continue to provide support to vulnerable adults who are experiencing social isolation to improve well-being. We will work with community assets to ensure neighbourhood support is enabled and accessed. Working closely with partners we will seek to engage with residents through early

intervention, reducing escalation to statutory provision. This will be heavily led through our engagement in Neighbourhood Network Schemes and Ageing Better. Our focus upon Social Prescription will provide access to broader age ranges, working closely with colleagues to extend interventions across a younger age group. Our counselling model works well in providing a quicker route to support and we will seek to widen this further. We will widen our community partnerships to collaborate to increase and improve local provision. We will increase access to physical health provision, maximising access to our community hubs and use of open spaces. Our local Castle Vale Football Stadium means that we can access local training and club opportunities. We will be working with key stakeholders to make best use of these going forwards.





Our opportunities for **Children and Young People** will deliver a blended offer- universal and targeted support. We will continue to provide open-access services to increase positive engagement through our youth service. This is even more important in light of youth service reductions and the added pressures of living with a pandemic. This delivery will include after school clubs, school holiday programmes and detached outreach. Our targeted work will continue through mentoring and issue based projects. Priority themes include crime diversion and community safety increasing partnership work with local agencies, police and the violence reduction unit. Focusing upon education and employment pathways, working with local schools and our in-house employment team we will support young people to access the best opportunities and increase aspirations. Working with young people and specialist agencies to tackle unhealthy relationships, exploitation, and the growing endemic of poor mental health in young people will broaden our reach.

Increasing economic advantage and reducing poverty provides a platform for adults and families to thrive. Our **Employment Support** will focus upon those furthest away from the labour market who will require wrap around provision through our other services or partners, and those who are work ready to access sector led employment opportunities. The latter is particularly important in tackling in-work poverty. The world of work has operated very differently under the pandemic – this has provided more opportunities for agile working. The focus on working from home now provides increased employment access for those who would benefit from this practice. We will aim to capitalise on the shift in employers' mentality which will open up opportunities for many people who may have been previously overlooked. We will develop stronger relationships with sector based work academies and further education providers to broaden access to opportunities. We understand the importance of engaging with the private

sector to enable economic advantage and will seek to develop meaningful relationships with SME's. We will engage further in new opportunities presented within north and east Birmingham to align with local plans such as the East Inclusive Growth Strategy, JLR future plant proposals and large-scale development opportunities such as Peddimore and Langley. We will also be seeking new opportunities that support the regional priorities of West Midlands Combined Authority. Working closely with Early Years providers we will seek to maximise employment opportunities for families.

We will continue to develop our whole family/person approach through our **Family Support and Independent Living** opportunities. Our focus as the Early Help families lead for Erdington constituency will continue, being the conduit and response unit to access community and statutory support for families in crisis. We will introduce parenting programmes to better equip parents/carers for family life. Working with housing colleagues we will ensure a co-ordinated approach to supporting adults to live independently and be responsive to health, financial and relationship challenges through a bespoke support service. Improving access to domestic abuse support is critical. We will also share our learning and good practice on hoarding and ensure that welfare of our service-users remain the highest priority.

Our new **Community Hubs** Business Plan (2020-2022) sets out priorities for The Sanctuary (Castle Vale) and The Lodge (Falcon Lodge). The Hubs will re-establish themselves with our users and colleagues to develop a more co-ordinated approach to increasing impact with both internal and external providers. We will consider our on-going provision at Falcon Lodge through our hub and spoke model and

the facilities needed to make this happen. Capacity building plays a key part in this, to develop skills, build resilience and enable succession opportunities. Priorities set out within this plan include the development and co-ordination of a Community Volunteering Scheme – providing a central point of contact and co-ordination for existing and new volunteers. We will also be developing a Community Leaders Network to support local community governance arrangements.

ii) Partnerships



We will continue to enable and support effective partnerships for community regeneration. This will involve a range of stakeholders including the voluntary and community sector, education, primary health care, and statutory providers. We will build upon our existing networks and contacts to develop strategic and operational partnerships. We will seek to increase our partnership with the private sector to increase social value and provide further opportunities for our communities.

Key areas that we will be focusing upon is our role in facilitating a city-wide children, and young people forum to build links and provide opportunity for campaigning on key issues. There is a significant need for further investment into services for young people – we will work with other VCS organisations within the city to open dialogue with strategic partners and funders.

Our engagement in the East Employment and skills board will also be reviewed with a move to a more strategic context to align governance structures and priorities with WMCA and East Birmingham Inclusive Growth Strategy.



The role we play as being part of *The Pioneer Group* will continue to be a valued and mutually beneficial partnership. Working with colleagues across the group we have identified opportunities for working more effectively to ensure we have the biggest impact for our tenants and core communities in which we operate. With a focus upon financial inclusion, customer insight, community safety and safeguarding we will increase visibility of impact and set out how our services will continue to support our local Castle Vale Community Pledge. Our long-standing commitment to this neighbourhood will remain our primary priority in supporting our CVCH tenants and wider residents.

iii) Community Voice

Satisfaction with our services remain high and though we regularly engage with our service-users we are keen to learn more about those we support to ensure we can adapt our opportunities for engagement accordingly. We will increase and improve our customer insight enabling people to further inform our delivery. This will help us to identify on-going gaps and/or barriers to engagement. With input from our direct service-users and wider community we will provide early intervention and prevention, tailoring services to be meet local demand.

Our well established links, though the capacity building we have provided, to parent champions, community connectors, young leaders and community forums, will provide a strong foundation for developing community voice. We will work with colleagues to develop service-user groups, community leaders' networks, and develop routes for local representation.



2.2 Business Excellence

Our risk plan has identified key areas for us to focus upon. This impacts upon how we operate as a social business – our internal mechanics and external delivery. Critical issues for us are financial sustainability and meeting demand. With the recovery from covid and the on-going impact of operating within this environment it is critical we continue to invest in our people and systems, which in turn mean bigger investment in our opportunities for our communities to access.

i) People



We place great value on our colleagues and will continue to invest and support them through learning and development, coaching and mentoring. Ensuring we support our staff to be their best and develop new skills and experience to respond to the changing environment in which we operate. This will place us in a strong position to dynamically change our service offer, and also access new opportunities. The review of agile working will ensure business and personal commitments are met and supported whilst recognising the modern workplace looks very different than it did a year ago. Our staff satisfaction is strong, however, we want to continue to be an employer of choice, providing a supportive and flexible approach to work.

The well-being of colleagues during this time is critical. We will continue to provide access to internal and external support- listening to feedback and adapting as needed. We are

currently exploring agile working and will be moving forward with recommendations shortly. We need to ensure we are resourced to enable successful delivery against this corporate plan.

ii) Money



Securing external income is fundamental for our opportunities to be delivered. However, this is a means to the end – the end being supporting people to achieve successful outcomes and maximise impact.

The external funding environment continues to change. Austerity and public sector cuts have led to reduced available resources and an increase in competition. This has impacted



upon the sector as a whole. Whilst we have been successful in securing opportunities through new commissioning rounds and grant funding, we need to move out of 'survival' mode to seek to increase financial stability. Like many other charities we strive to increase our level of reserves, however, the reality of external factors has meant that during the life of our previous strategy it has been sensible to utilise some reserves to support continuation of service due to experiencing a higher level of risk or external impact than expected. Our aim is to continue to explore options for building up reserve levels to aid financial strength.

Being part of The Pioneer Group provides resources to enable us to be a successful charity. This is realised through the commitment of an annual financial donation, access to a fundraiser, and support from central services. This contributes to the Castle Vale Community Pledge, whilst providing other support to enable us to realise our plans.

However, we also recognise that we need to diversify our income streams further to ensure a spread of financial risk and maximise any other opportunities to work towards financial stability. We will be actively reviewing opportunities for traded services with the aim of increasing this area of income generation.

We will continue to review our resource requirements and identify alternative operating models to support on-going delivery and provide an increase in financial stability.

We will seek to increase social value through our direct work, partnerships and procurement opportunities and are committed to undertaking an annual review of our social return on investment.

iii) Governance



Our recent Trustee recruitment means that we have broadened our skill base bringing increased strength to our Board and organisation. We will plan effectively for succession to ensure a firm foundation continues to robustly govern the charity. We will continue to seek local representation from our core communities in our governance arrangements. In line with good governance our Chair will continue to undertake annual appraisals which will form the basis of an annual learning and development plan for our Trustees. Our Board will continue to ensure that our charity adheres to Charities Commission guidance and any other legal and regulatory framework.

iv) Process



We are pleased to be MATRIX accredited for our information advice and guidance services. We will seek to maintain this standard over the course of the next 3 years. We will also be seeking other relevant sector led standards or accreditations to support the opportunities we provide and can access.

We will undertake a further review of our internal systems and processes to ensure we are best equipped to deliver, record and report. An on-going review of our processes will ensure compliance and identify further service improvements.

We will develop a marketing and communications plan to assist to raise awareness and provide access to new opportunities.

3 Conclusion

We recognise the next 3 years will continue to be challenging, however the actions we have identified will place us in a stronger position to respond to the on-going external factors - we will remain agile to meet increasing demand and adapt our opportunities and the platform in which we deliver these accordingly. This corporate plan aligns with The Pioneer Group Corporate Plan 2020-2025. Annual reviews will be undertaken to set out our yearly priorities.

We have undertaken a robust review of financials and operating models to ensure the opportunities delivered are sustainable and continue to meet the needs of the local communities in north, and wider, Birmingham. We will build upon our success in leveraging in additional funds whilst increasing social value.

We are Compass Support, we will rise to the challenge, we will be

‘Making Lives and Communities Better’





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