

Our Organisation

Colebrook (South West) Ltd is experienced in and provides a wide range of services including:

Colebrook Support

Supporting vulnerable people to achieve skills to realise their goals and improve their independence

Supported Accommodation Services

Direct payment led recovery projects.

Tailor Made Support

Direct payment led, bespoke community based support service.

On Track

Commissioned floating support service for mental health and learning disabilities.

Colebrook Community

Supporting community development, activity and capacity building

Community Centres

Rental and grant funded projects focused on skills development and inclusion.

Opportunity Knocks

Lottery project including Timebanking, support groups and communal gardening.



inspiring people, supporting communities
Central services and support

Colebrook Engagement

Getting people actively involved in shaping their services, having a voice and influencing

Healthwatch Plymouth

Health and social care consumer champion for Plymouth.

PIPS

Mental health service user and carer network, shaping services and peer support.

Experts by Experience

Supporting people with experience to deliver CQC regulatory compliance inspections.

Our Priorities

As agreed by the Board in 2015

- Raising the profile of the Organisation to become a provider of choice.
- Delivering excellence in all we do.
- Diversifying our income and ensuring sustainability.
- A clear sense of direction that meets the needs of all of our Stakeholders.

Our Values

We value:

- People
- Quality
- Partnership
- Integrity
- Inclusion
- Innovation

Our Environment

Colebrook has a long history of delivering quality services. Our funding comes from a combination of local authority and health contracts, direct payments and grant funding. We also receive income from rental and other commissions. The environment in which we operate is changing and challenging with the following strengths, weaknesses opportunities and threats.

<p>Strengths</p> <ul style="list-style-type: none"> Established reputation and relationships A strong, committed staff team Known for quality services A wider field of vision through our revised model rules 	<p>Weaknesses</p> <ul style="list-style-type: none"> Services budgets are tight affecting viability Small board with a strong but limited skill set Systems are new (Charitylog) and take time to embed Limited resources for development and growth
<p>Opportunities</p> <ul style="list-style-type: none"> Changes to commissioning and working differently Focus on integration, prevention and early intervention New partnership working and resource sharing Growing new business and commercial services 	<p>Threats</p> <ul style="list-style-type: none"> Lack of diversity of funding Strong local and national competition Working in a financially challenged health economy Historical pension commitments

Our Key Documents

This business plan sits among a number of key strategies and plans including:

- A Communications and Marketing Strategy
- An Environmental Action Plan
- Service level targets and plans
- Equality Impact Assessments
- Business Continuity Plan and Risk Registers
- Fundraising Strategy

Monitoring Progress

All Business Plan activities will be monitored via Management Team, Board and the Staff Quality Review Group “QRG” with a Red, Amber, Green “RAG” rating.

Status	Definition	Action
Green	On target and meeting plan	Ongoing monitoring
Amber	Concerns identified	Raise with Board, assess the need for further action planning
Red	Problem requiring urgent action	Raise with Board/Management Team/QRG and complete action plan with timescales and targets

Strategic Priority 1 - Raising the profile of the Organisation to become a provider of choice.

How we will raise our profile, work with others and be recognised for our expertise.

Objective and Target	16/17	17/18	18/19	Progress and Actions
1.1 Annual refresh of the marketing and communications plan.	x	x	x	
1.2 Achieve a proactive web and social media presence	x			
1.3 Create a culture where staff are ambassadors for Colebrook 1.3.1 Update staff on areas of the organisation regularly (Full staff meetings/updates) 1.3.2 Create a framework for interested staff to develop skills and opportunities to represent the organisation on external forums	x	x		
1.4 Carry out an annual audit of “where we sit” (external representation / membership), ensuring a mix of strategic, operational and grass roots forums.	x	x	x	
1.5 Carry out an audit of all service boundaries and identify opportunities for improving pathways, external relationships and joint working. (see also 4.2)	x			
1.6 To identify / create the opportunity to formalise at least 1 partnership with another organisation to deliver services.	x			
1.7 To utilise one activity each year to support local communities and groups (i.e. either by raising funds, showcasing skills etc)	x	x	x	
1.8 Identify sharing potential of central costs and economies of scale. 1.8.1 Within Millfields 1.8.2 Wider organisations	x	x		
1.9 Represent Colebrook within strategic discussions and developments locally and regionally	x	x	x	

Strategic Priority 2 - Delivering excellence in all we do.

How we will deliver a quality service, through a skilled and motivated team.

Objective and Target	16/17	17/18	18/19	Progress and Actions
2.1 Launch new package of staff benefits supporting Health and Wellbeing including: 2.1.1 A-Z Staff package of benefits 2.1.2 Workplace Wellbeing Charter	x x			
2.2 Develop structures to support 2.2.1 Staff to experience other areas of the organisation as part of their role 2.2.2 Succession planning and a menu of opportunities	x	x		
2.3 Implement an Annual Staff Survey capturing Equality & Diversity information	x			
2.4 Develop a programme for volunteers, student placements, and development opportunities	x			
2.5 Achieve PQASSO accreditation	x			
2.6 Explore systems or opportunities to benchmark the organisation for service delivery, quality or value for money, against competitors and similar organisations		x		
2.6 Evaluation, impact measurement and Social Return on Investment 2.6.1 Improve our organisational knowledge 2.6.2 Develop our annual report into an impact report 2.6.3 Consider organisational evaluation in line with contract monitoring.	x	x x		
2.7 To be organisationally on Charitylog	x			
2.8 Review and develop a strategy for co-ordination of all purchasing and procurement	x			
2.9 Review of the organisation's Equality Impact Assessment		x		
2.10 Annual review of the environmental action plan	x	x	x	

Strategic Priority 3 - Diversifying our income and ensuring sustainability.

How we will attract a wide variety of funding and support to secure the future of the organisation and those who benefit from it.

Objective and Target	16/17	17/18	18/19	Progress and Actions
3.1 Annual refresh of fundraising strategy	x	x	x	
3.2 Identify areas of work, projects and new initiatives suitable for crowd funding. 3.2.1 Crowdfund for a small project 3.2.2 Plan to fund a larger project or community building	x	x		
3.3 Monitor online fundraising opportunities and create a presence.	x	x	x	
3.4 Build a strategy and plan for donations, legacies and will giving.	x			
3.5 Make the most of corporate giving and local businesses commitment to corporate social responsibility 3.5.1 Identify local organisations who raise money for charitable causes and approach for sponsorship 3.5.2 Develop links with a new corporate partner as an ongoing support and explore operational benefits and sharing of expertise.	x	x		
3.6 Explore opportunities to sell our expertise 3.6.1 Training (ASDAN, staff and specialist courses) 3.6.2 Consultancy using internal knowledge and expertise		x x		
3.6 Review organisational and team structures and financial viability of services in response to contract and commissioning changes.	x	x	x	
3.7 Procure large organisational spends at point of contract end to ensure value for money	x	x	x	

Strategic Priority 4 - A clear sense of direction that meets the needs of all of our Stakeholders.

How we will make sure that we deliver a service that is needed, person centred and that we have a clear purpose.

Objective and Target	16/17	17/18	18/19	Progress and Actions
4.1 To support the quality eye group to				
4.1.1 Audit the organisation against delivery of the client charter	x		x	
4.1.2 Carry out annual satisfaction surveys	x	x	x	
4.1.3 Engage with people involved in Colebrooks different services to gain experiences and monitor changes and learning	x	x	x	
4.1.4 Launch a virtual quality eye group via the website		x		
4.1.5 Establish a relationship with the Board and explore how it can contribute.		x		
4.1.6 Contribute to Colebrooks media and PR			x	
4.2 Build an audit of client needs into 4.5 to see if there are services that can be provided inhouse to create a more holistic offer	x			
4.3 Test the needs of communities we are linked with periodically to understand what works and what is missing		x		
4.4 Revisit CQC registration and personal care		x		
4.5 Implement a strategy check process to monitor how Colebrook fits into new or emerging local and national strategies and developments, to identify changes needed or opportunities for growth.	x			
4.6 Review the status of the organisation and consider becoming a CIO (Charitable Incorporated Organisation) or Charity.		x		
4.7 Explore opportunities for supporting social enterprise development that can skill and provide opportunities for people we work with.		x		