



## BUSINESS STRATEGY 2019 – 2022

*Colebrook exists for the benefit of the community, to provide social inclusion and independence for vulnerable people and local communities*

Colebrook has evolved over the last 35 years and delivers a wide range of services including outreach and accommodation-based support, community centres running volunteering and local projects, statutory Healthwatch, mental health crisis and peer support services. This strategy sets out our ambitions to support us to deliver high quality, sustainable services for the future. As we grow, our purpose remains the same.

**OUR VISION**  
Inspired People, Supported Communities

**OUR MISSION**  
To inspire and empower people and communities to achieve their independence and aspirations.

**OUR VALUES**  
We value:

People	Partnership
Integrity	Inclusion
Quality	Innovation

**OUR AIMS/OBJECTIVES**  
We will achieve this by:

- Supporting people to achieve skills, realise goals and improve independence.
  - Supporting community development and sustainable growth.
  - Involving people to have a voice and shape services.

Recognising the challenge of developing our organisation in a climate of severe funding pressures, our strategic plan has 3 broad priorities. These will be subject to quarterly review over the next 3 years. Our strategic priorities will focus on:

**Organisational Resilience**

Ensuring financial viability through growth, income generation and fundraising. We will ensure our systems are fit for purpose and forward thinking and work with partners to respond to local needs.

**Quality of our Work and Workforce**

We will invest in and develop our workforce and volunteers, building on our positive and inclusive culture.

We will ensure our services focus on meeting the needs of those who use them

**Increasing our Impact and Influence**

We will improve the effectiveness of existing services and create new ones.

We will find new ways for peoples’ voices to be heard through our work and representation.

The last few years have been an extraordinary time for Colebrook. In a changing social care environment, we have:

- ❖ Grown our services to become one of the largest support providers in the area.
- ❖ Consolidated and streamlined our work, supporting continued financial sustainability.
- ❖ Developed new areas of business to offer vulnerable people and communities' new opportunities.

The context in which we are working has changed and we recognise the need to adapt our offer to remain viable and strategically relevant. This strategy and associated plan is our best view, inspired by our current analysis.

Mental Health and recovery are firmly on the national agenda as reflected in the NHS Long Term Plan and Five-Year Forward View for Mental Health

Local integrated commissioning strategies, crisis and prevention concordats prioritise prevention, equity for Mental Health and the third sector.

There are increasing constraints in funding for social care and community development calls for new innovative, efficient solutions.

System change requires partnerships and joined up working.

We are seeing increasing demand and referrals into our support services and referrals are becoming more complex.

Our established reputation and performance make us a port of call for local development

Recruiting and retaining skilled staff in Health and Social Care is challenging.

Our size and structure make us agile and responsive to change

## What will success look like?

### Priority 1

- We will have developed and be working with a new finance strategy detailing new plans for investment, income generation, assets and fundraising
- We will have improved our online presence to attract and engage people we work with, increasing referrals and numbers of clients using our website as part of their support
- We will have introduced new cloud based systems to streamline areas of our work such as finance, HR and client support

### Priority 2

- We will have embedded a new framework for measuring and evidencing our impact and our social return on investment
- Our team will benefit from a new internal training and development programme
- Our staff will have benefited from regular role and salary reviews
- We will focus on improvements and future security for our existing services

### Priority 3

- We will have launched at least one new business enterprise
- We will have widened our peer support model internally and externally with our partners
- We will have launched a new external training offer focusing on local priorities
- We will have new formal partnerships with like-minded organisations
- We will be representing our organisation and those we work with in new forums, networks and in new ways

This strategy links to our new operational plan, with targets that will be monitored by Colebrook's Board as part of the scheduled strategy and development meetings.