



Operational Plan 2019-2022

Colebrook new 3-year strategy focuses on three broad reaching priorities aimed at building on growth to refine our work, our outcomes and our sustainability for the future.

**Priority 1: Organisational
resilience**

**Priority 2: Quality of our
work and workforce**

**Priority 3: Increasing
Impact and Influence**

Our plans and targets for each of our priorities have come from consultation with our clients, and feedback from staff, volunteers and stakeholders about what's important. Our SWOT analysis (in appendix A) also sits behind these priorities.

The operational plan sets out our targets over the next 3 years for achieving these priorities and will work in conjunction with our Environmental Action Plan and Finance Strategy.

Operational plan targets will be monitored, alongside our environmental action plan, by our management led Quality Review Group and the Board at regular intervals. The plan will be a working document, capturing updates, changes and actions to achieve our targets.

Our business strategy and operational plan will be discussed with our staff and clients regularly through meetings and catch ups, and as part of induction into our organisation.

Strategic Priority 1: Organisational resilience of our systems and finances				
Area	Operational Target	19/20	20/21	21/22
Financial sustainability	We will create a new 3 year finance strategy with clear targets for income generation, growth, arrears, development and investment	x		
	We will reduce arrears by 5% each year	x	x	x
	We will launch a new fundraising initiative to be the charity of choice for at least one annual charity event	x	x	x
	We will explore the opportunity to appoint a part time fundraiser to lead on charitable income and donations		x	
	We will develop our ideas for property purchase to increase our portfolio of assets, growing by two properties over the next 3 years		x	x
	We will develop proposals for 2 new projects to be funded by donations and charitable giving		x	
	We will use crowd funding to raise funds for one of our projects		x	
Systems and governance development	We will introduce a new cloud based finance system by the end of the 2021 financial year		x	
	We will source a facility for remote meetings to enable us to offer contact with clients and staff as part of our offer	x		
	We will work with clients and our Quality Eye group to make the website more client focused including adding new client led resources to the website (videos, how tos, guides and info) , testimonials and interactive facilities	x	x	x
	We will research the opportunity and viability of a new platform based support service for clients			x
	We will explore mobile tracking devices and systems to support lone working and Time and Attendance		x	
	We will explore webchat facilities for our website	x		
	We will create a Board development plan focusing on membership, performance, recruitment and sustainability	x		
	We will review the Board development plan annually	x	x	x

Strategic Priority 2: Quality of our work and workforce to be a provider and employer of choice

Area	Operational Target	19/20	20/21	21/22
Impact measurement	We will design a new framework for measuring outcomes and impact, reporting on quality and evidencing the value of our work	x		
	We will embed the new framework into all areas of our business , training staff and updating our processes		x	x
	We will introduce a new way of measuring the social value (return on investment) of our work		x	
	We will introduce the use of WEMWBS (Warwick and Edinburgh Mental WellBeing Scale) to measure the impact of our work on mental wellbeing as recognised by local commissioning and public health	x	x	x
Systems and quality	We will achieve level 2 PQASSO	x		
	We will review our Quality Review Group to oversee our new impact framework, PQASSO and operational plan targets		x	
	We will achieve 97% in our friends and family test as a measure of our quality	x	x	x
	We will also achieve improvements in measures of staff satisfaction and development		x	x
	We will introduce a new framework of engaging our stakeholders, introducing feedback from external, partner organisations to feed into our quality monitoring		x	x
	We will work with clients to update all our projects over the next 3 years, creating new schedules for investment and encouraging client involvement in improvements	x	x	x
	We will deliver against all our contractual targets across our services, liaising with funders and action planning areas needed.	x	x	x
	We will implement and monitor our new environmental action plan	x	x	x
Staff investment	We will complete our current review of salaries	x		
	We will conduct an annual review of salaries in comparison to our partners	x	x	x
	We will explore a new competency based framework for developing staff			x
	We will review and develop our absence management framework to tighten our process and refocus on wellness at work	x		
	We will design a new organisational training program incorporating training, development and value based skills		x	
	We will introduce new ways for clients to be involved in staff development		x	x
	We will widen this to include a review of our staff supervision and development system		x	
	We will formalise an organisational approach to student placements			x
	We will explore pathways for staff to move between appropriate partner organisations, sharing skills and expertise			x
	We will review our programme of staff meetings and comms with teams	x		
We will explore new opportunities to improve staff engagement in the development of the organisation	x			

Strategic Priority 3: Increasing our Impact and Influence for local people and communities

Area	Operational Target	19/20	20/21	21/22
New Business	We will allocate resources to develop the model and bid for supported living services in Cornwall	x		
	We will launch a new business enterprise to generate income that can be reinvested in the organisation and provide training opportunities for vulnerable people		x	
	We will explore any opportunities for new business that fits with our aims and objectives as they come up	x	x	x
	We will launch our new marketing and comms plan, ensuring allocation of adequate resources to achieve success	x		
	We will continue to grow our supported accommodation services by at least one new project a year, considering specialist projects to respond to local gaps	x	x	x
	We will develop plans for an external training offer from existing expertise and opportunities for development	x		
	We will launch our new training offer and work with city leads to support delivery of strategically relevant courses		x	
Client impact	We will create a virtual quality eye group through our website to engage more of the people we work with		x	
	We will embed client stories and testimonies into our website and social media and refresh them regularly	x	x	x
	We will coordinate annual client catch ups to share experiences, showcase new projects and opportunities	x	x	x
	We will fundraise and create computer access in all projects to support clients to get online with staff support		x	
Peer Support	We will widen our peer support model to our support services, developing new volunteer peer supporters to work alongside teams	x		
	We will engage at least 10 clients in training to become peer supporters as part of recovery and explore paid peer supporter roles in our support services		x	
	We will work with at least one partner organisation to develop and run a peer support project for their clients		x	
Local conversations and partnerships	We will conduct an annual review of our representation in the city to identify gaps, duplication and priorities as part of QRG workplan.	x	x	x
	We will audit our networks and create a plan to expand our mental health, social care and business representation to develop our base of supporters		x	
	We will formalise at least one new partnership each year with like minded organisations	x	x	x
	We will develop our working relationship with Livewell SW to support delivery of community mental health services	x		

Appendix A - Colebrook SWOT analysis 2019

Strengths	Weaknesses
<ul style="list-style-type: none"> • Established organisation with strong foundations • Good local reputation • Committed, skilled, dependable staff • Strong management team and positive culture • Small organisation, agile and responsive to change • Track record delivering quality services and hitting targets • Small asset base and money to invest • Central location and fit for purpose offices • New areas of successful service delivery – crisis service and peer support • Port of call for local commissioners for development 	<ul style="list-style-type: none"> • Financially challenged balancing budgets • Limited capacity in the organisation for development and growth • Reliance on contracts with little charitable or diverse income • Limited knowledge of organisation outside of our area of work • Expectation to deliver the same, with no additional funding, for increasingly complex clients • Limited expertise in IT / digital development and a limited online presence • No defined role or responsibilities for areas such as marketing/ fundraising/ compliance • Salaries are not as competitive as we would like • Use of old, paper-based systems • Don't consistently measure our impact
Opportunities	Threats
<ul style="list-style-type: none"> • Increasing numbers of referrals to our services • Mental health is part of the local and national agenda • Local priorities focus on prevention, wellbeing and third sector • Partnerships needed to deliver system change • Digital developments offer new systems • Diversification of income 	<ul style="list-style-type: none"> • Increasing constraints for health and social care funding • Challenge to recruit and retain good staff • Current rate of growth is unsustainable • Changes to supported housing income streams • Staff morale drops • Lack of variety of funding streams • Historical pensions commitments and performance • Board resilience