



Compass Disability Services

Pointing you in the right direction

Business Plan

2016 – 2021

Our Mission:

To enable and empower disabled people and carers to have independence, choice and control in their lives

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1. Foreword

Over the last few years this section has highlighted the turmoil of an organisation growing whilst dealing with the pressures of cash flow and reducing budgets. The last year and forthcoming year has been more settled as an organisation in terms of our own finances.

However, as has been said before the financial austerity within the public sector continues to increase the pressures of both grant and contract income to the point that as an organisation last year we did not even tender for 2 renewing contracts due to the financial viability of the contract and the potential risk to the organisation.

At this point in time we do not foresee any change in this situation so strategically the organisation needs to look at opportunities that will secure our future without a reliance on contracted income or grants due to the huge competition when they are available.

To this end we have made a commitment to the development of the Compass Wellbeing Centre which we hope will have the ability to support the core activities of the organisation in future years. Alongside this we feel that the main focus over the forthcoming twelve months should be to research services that can achieve this and undertake the feasibility to move forward with them if appropriate.

Our Board of 8 Trustees is comprised of at least 80% disabled people. Compass Disability Services is a 'two ticks' employer and therefore actively promotes the recruitment of disabled people in our organisation. Carers are represented on our Board of Trustees and projects like Compass Carers are overseen by a Carers Steering Group to ensure our user-led approach.

Volunteers continue to enable us to enhance services where funding is limited and our use of volunteers is growing across the organisation, offering mutual benefits to both.

We look forward to working with everyone as we take this business plan forward

Chair



Val Palmer





CEO

Richard Pitman

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2. Why we are here

Since the 1960s disabled people have become empowered and active in promoting equal rights for disabled people. This is largely due to the acknowledgement of the social model of disability and the disabled persons' movement (in particular organisations that are user-led i.e. controlled and managed by service users).

Traditionally in Somerset, disabled people have been non-political in their views and opinions. However in the early 1990s, there was a significant shift in the voice of disabled people in Somerset, driven by Government recommendations that disabled people should be consulted with and the emergence of key disabled people who were driven by their commitment to the Social Model and the disabled people's movement.



For carers, there is a similar timeline in seeking recognition, improved social care services and human rights. In 1965 the National Council for the Single Woman and her Dependants was formed. In the following years to the present day, the Carers Movement has seen a range of organisations develop nationally alongside government acts to recognise and support the role that carers undertake in society.

For carers in Somerset support until recently has come in the form of statutory services and local branches of Carers UK campaigning on local issues for carers.

All of this has coincided with the general growth in all sectors of the community demanding recognition of their value in society through the development of user-led organisations and a demand to have a voice in how services are developed and delivered in line with their needs.

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3. Our history

In 1999 the Somerset Disability Consultative Network (SDCN), approached Social Services for funding to research the need to consult with disabled people in an appropriate and meaningful way that was fully resourced. With funding the SDCN prepared the 'Time for Change' document.

These proposals were embraced by Somerset County Council and over the next year the Somerset Access and Inclusion Network (SAIN) was established and launched in May 2000.

From 2000 to 2004, SAIN continued to establish itself and became an incorporated company and a registered charity in 2004. The organisation developed its consultation practices with its community through open meetings and large AGM events.

In 2004, the SAIN Board of Trustees decided that securing contracts to deliver local authority services for disabled people and carers in conjunction with existing work would support the sustainability of the organisation.

In 2005, SAIN secured its first contract to deliver independent living services in Wiltshire. Initiated by this growth, in January 2007 the name of the organisation was changed to Compass Disability Services; to greater reflect the direction of the organisation.

During 2006-2011 the organisation continued to secure small projects in Somerset. Alongside current services the organisation began expanding its capabilities in other emerging health and social care areas.

In 2010 we saw our commitment to quality confirmed when we gained our ISO 9001:2008 certification which we continue to hold.

At the start of the 2012 financial year Compass Disability Services had a significant contract come to its end causing concern for the organisation's future. However, during the remainder of 2012 and into 2013 we secured 5 new contracts under Compass Independent Living and also saw a sizeable growth in Personal Health Budgets work.

2012 also saw the organisation gain the contract to deliver the first ever Independent Universal Carers Support Service in Somerset (Compass Carers). Maintaining our user-led status we established a steering group of Carers to oversee and drive this project forward.

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2013/2014 saw the organisation continue to gain contracts within Compass Independent Living. We have also been able to grow our profile both regionally and nationally through small pieces of work with Skills for Care and NHS England (Personal Health Budgets).

2015/2016 saw the organisation step into the breach to save Taunton Shopmobility from closure. We negotiated a 3 year reducing funding contract with Taunton Deane Borough Council to enable us to find a way as an organisation to make the project financially viable in its own right.

This year we also made the commitment to secure a building at our site in Taunton which we intend to develop into a wellbeing centre providing a wealth of community services that will enable us to reduce our reliance on contracted income.

4. Legislative framework

As we move forward with this business plan, there are key pieces of legislation and government papers which have informed our strategic direction:

- In 2005, the Government published '**Improving the Life Chances of Disabled People**'. Recommended that by 2010 each Local Authority area should have a user-led organisation in place.
- In 2006, the Department of Health white paper '**Our Health, Our Care, Our Say**' confirmed that people wanted Adult Social Care services to consider their needs with a greater focus on preventative approaches to promote independence and wellbeing.
- In 2007, the government's '**Putting People First**' protocol set out the direction of Adult Social Care for the next 10 years. The protocol emphasised the need for user-led organisations and the development of networks which ensure service users have a collective voice and are able to influence policy and provision.
- In 2010 the Coalition Government reiterated their commitment to further the personalisation agenda and set out '**A vision for adult social care: Capable communities and active citizens**'.
- In 2010 building on the 2008 National Carers Strategy the government set out four priority areas in the '**Recognised, Valued and Supported: Next Steps for the Carers Strategy**' (Department of Health 2010).
- In January 2011 '**Think Local, Act Personal: Next Steps for Transforming Adult Social Care**' (originally launched in November 2010) set out a sector-wide statement of intent from health and social care leaders. This document makes the link between the government's

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new vision for social care and “Putting People First” and provides the way forward for personalisation and community-based support.

- In 2013, ‘**The National Health Service (Direct Payments) Regulations**’ came into force on the 1st of August. These new regulations mean that since October 2014 adults receiving NHS continuing Health Care and children in receipt of continuing care have a right to have a personal health budget.
- In 2014 the ‘**Children and Families Act**’ came into place to make provision for children, families, and people with special educational needs or disabilities and to make provision for the right to request flexible working and other connected purposes.
- In 2014 the ‘**Care Act**’ reformed the law relating to care and support for adults and the law relating to support for carers. Personalisation is embedded throughout the Act as well as a focus on wellbeing and prevention and anyone who has a personal budget now has a right to take it as a direct payment.
- In 2014 the ‘**Social Services and Well-being (Wales) Act 2014.**’ Set out the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales. Like the Care Act 2014 it also has an emphasis on wellbeing and prevention.
- The ‘**Pensions Act 2008**’ placed an obligation on employers to enroll eligible employees into a pension scheme. This includes individuals who are employing personal assistants. The Pensions regulation will affect most of our service users from 2016.

5. Governance

The Board of Trustees is responsible for the governance of Compass Disability Services. It is accountable for the legal, financial and other obligations within the Memorandum and Articles of Association and the relevant laws under the Companies Act and the Charities Act.

To reflect our aims, The Board of Trustees has a minimum of 80% controlling interest by disabled people and is representative of the projects delivered by Compass Disability Services, e.g. carers. To ensure Compass Disability Services’ commitment to a user-led approach, the Board of Trustees may establish steering groups to support the management and development of significant projects i.e. Carers Support Service. These steering groups are answerable to the Board and will therefore always have Trustee representation within them.

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The Trustees currently meet quarterly. At these meetings the Chief Executive Officer presents a report, which details all the activity of the ongoing projects, development work and human resources. Regular and detailed financial reports are presented by the Treasurer and policies and documents are reviewed and approved as appropriate.

The Trustees are hugely committed to the delivery of quality services. ISO 9001:2008 certification has been maintained since 2010. Using the ISO 9001:2008 framework we endeavour to maintain a robust governance structure, sound policies and effective operating procedures. We will continue to seek other accreditations that evidence our commitment to professionalism and quality throughout the organisation.

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6. Our Services

In 2016, Compass Disability Services will deliver a range of projects and services across four significant areas. These services and projects will be delivered by staff and volunteers. We currently have approximately 50 staff, made up of both full-time and part-time workers. Some work from our offices in Taunton and others are home-based delivering services in both Somerset and further afield.

In addition we currently have approximately 45 volunteers, who assist the organisation across a variety of departments and projects and we are very grateful for their help and support. Their roles range from trustee to finance support, admin support, trainer, cleaner, grant writer, fundraising support, designer, media support and handyman. In the Compass Carers Project there is a group of volunteers who form the Steering Group and volunteers who help with awareness and to facilitate carer support groups. We also have several volunteers who operate our 'Talk and Support' telephone befriender service for carers.

1. Consultation and representation

Through consultation and representation we aim to improve access and inclusion to services and facilities by asking the views of disabled people and carers, then feeding that information back to the commissioner. The projects we facilitate include:

- **Compass Disability Network in Somerset** is our longest standing project that has almost 1500 individual members and over 100 associate and affiliate members. Membership to the Network is free, members have opportunities to be involved in local disability forums, topic focus groups, or answer questionnaires. All members receive a copy of our Networker magazine.
- **Compass Learning & Development Hub** aims to feed service user and carer views and experiences into the learning and development of Adult Social Care staff in Somerset. We do this in various ways including delivering training to staff and student social workers, reviewing documents and inputting into training materials.

We continue to undertake a range of representative roles in order to ensure that Compass Disability Services and the voice of disabled people and carers is heard at a strategic and policy-making level. The roles are undertaken by both staff and volunteers, who sit on various groups, panels and boards of public bodies and many other organisations.

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2. Service Provision

- **Compass Independent Living**

Compass Disability Services continues to facilitate various support services aimed at enabling disabled people to live independently in their own homes both locally and regionally. This includes Personal Health Budget Support Planning and Brokerage, Direct Payment support, alongside Payroll and Managed Accounts services.

- **Compass Carers**

The service launched in February 2013 and provides carers in Somerset with information, advice and guidance to support them in their caring role, one to one emotional support, training and access to peer support groups. We also have a Talk and Support telephone befriending service for unpaid carers, using volunteers, which has been very well received. Alongside this the service supports GP Carers Champions working to ensure that carers needs are recognised within GP surgeries.

- **Shopmobility**

In March of 2015 Compass Disability Services gained the contract to manage and operate Shopmobility in Taunton; with the aim of making it self-sufficient. To facilitate this, membership and hire charges have been introduced and the longer term plan is to open a shop selling disability aids and also offer scooter/power chair servicing and repairs.

3. Advice and information

Compass Disability Services aims to provide service users with as much useful information as possible in convenient accessible formats;

- **Magazines and Newsletters:** The Networker/Compass Carers magazine is produced and circulated free of charge to members and service users and a wide range of relevant venues across Somerset, including doctors surgeries, care homes and local authority outlets. We aim for the magazine to be self-funding through the sale of advertising space. We further produce and circulate regular newsletters to all Independent Living Service users which include information pertinent to the users of this service.
- **Website:** Compass Disability Services has a number of websites providing information on the organisation, our aims, services and projects. Our websites include FAQ sheets, useful links, referral facilities and a range of online tools.

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- **Social Media:** We continue to build a social media presence using a range of different platforms including Facebook and Twitter.

4. Trading and fundraising

Compass Disability Services has two meeting rooms available for hire, which are also available for evening and weekend bookings. Revenue raised from the hire of these support the core costs of the organisation.



Brendon Meeting Room

Radar keys are sold to support the core costs of the organisation. These are available from our office on the Belvedere Trading Estate, from Taunton Shopmobility or by post.

Compass Disability Services participates in several national and local fundraising initiatives and will continue to seek innovative and cost effective ways to raise additional funds to support the core activities of the organisation. Throughout 2015 our team of volunteer fundraisers have continued to sell donated items through the Compass Carboot, Jumble Sales and through Ebay. Participation in the Somerset carnival



circuit is expected to raise in excess of £1000 and we have introduced a new recycling initiative in partnership with Terracycle, who specialise in recycling items that are not usually recycled through normal kerbside collections, such as biscuit wrappers, coffee packaging and air and home care packaging. Terracycle make a donation based on the volume of such items collected.

The Compass “Buy a Bubble” appeal was launched, fundraising to transform a building on the Belvedere Trading estate, close to our current offices, into a Wellbeing Centre. This will include a sensory room, hydrotherapy pool, community café, community garden, activity rooms and more. This has seen our supporters take on personal challenges such as riding Europe’s longest zip wire and a team of runners participating in the Great West Run, along with other events such as a charity quiz night and carnival parties. Bids have also been submitted to various grant giving bodies with some success.

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5. Our quality objectives

As a user-led organisation Compass Disability Services endeavours to understand current and future users' needs and will strive to meet users' requirements and exceed expectations at all times. In order to demonstrate our intentions, we have identified the following Quality Objectives.

1. We will endeavour to deliver services and projects in line with agreed specifications, legal requirements and our Articles of Association and will endeavour to add value where possible
2. We will endeavour to deliver services and projects in line with user requirements and ensure that they are fully involved in the design and delivery of all services
3. We will endeavour to deliver services and projects within the agreed time frames
4. We will endeavour to deliver services and projects in line with budget
5. We will endeavour to ensure the sustainability of the organisation through the appropriate use of existing funds and by successfully securing new funds
6. We will conduct our business in an ethical and professional manner
7. We will endeavour to satisfy users and partners requirements and get things right first time. When we make mistakes we will apologise, work to rectify the problem and learn from them
8. We will have clear policies and procedures in place to ensure that there is a consistent approach to the delivery of quality services
9. We will endeavour to ensure that all staff and volunteers have an understanding of their role in the delivery of quality services and will provide them with the opportunities to develop relevant skills and experiences to enable them to perform to a high standard
10. We will actively seek to maintain the profile of Compass Disability Services, and use appropriate media to ensure that the aims of the organisation are understood and appropriate people have the opportunity to be involved
11. Where fees are chargeable to users we will endeavour to ensure that they are fair and equitable whilst ensuring the viability of services
12. Our management team will collect and analyse: user feedback, work plan progress, financial performance data and business performance data to ensure that quality objectives are being met.

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6. Our mission, values and beliefs

Our mission

To enable and empower disabled people and carers to have independence, choice and control in their lives

Our values and beliefs

- We believe in independence, choice and control
- We aim to empower and enable disabled people and carers
- We believe in a user-led approach
- We believe in empowering service users to have a voice
- We believe in equality of opportunity for all people
- We believe in the social model of disability
- We believe in equal access and inclusion to services and facilities
- We value a partnership working approach
- We believe in ethical practices throughout the organisation.

Our values and beliefs are intrinsic to the organisation, the services we provide and the way in which we provide them.

Compass Disability Services has adopted the social model of disability as a way of working to remove barriers that exclude disabled people from equality of opportunity. These barriers prevent disabled people from gaining equal access to information, education, employment, public transport, housing and social or recreational opportunities.

Medical model

“You cannot open the door” **because you have arthritis.**

“You cannot hold down a job” **because you cannot write.**

“You cannot get into the building” **because you are a wheelchair user.**

Social model

“You cannot open the door” **because the handle is difficult to use.**

“You cannot hold down a job” **because the employer does not understand your disability.**

“You cannot get into the building” **because there is no ramp.**

7. Our operating practices

- To provide services that enable, empower and support disabled people and carers to have independence, choice and control in their lives.
- To provide a mechanism for disabled people and carers to have a voice and an influence over matters that affect them.
- To work and engage with local, regional and national carers, disability and equality networks.
- To promote equality and celebrate diversity.
- To develop and maximise trading and fundraising opportunities that support the core cost of the organisation.
- To operate as a user-led organisation, ensuring that disabled people and carers have the opportunity to be involved in the development and direction of Compass Disability Services.
- To ensure our staff and volunteers have the appropriate skills and experience to deliver services.
- To recognise and value the contribution made by staff and volunteers.
- To fulfil our ethical obligations, ensuring that our services and facilities are accessible, affordable and flexible.
- To ensure funds are used to achieve the best outcome and the organisation is managed and developed for public benefit.
- To deliver projects and services that remove barriers that exist within society.
- To review and evaluate our services in line with best practice.

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8. Our strategic aims 2016 - 2021

Service delivery and development

- To develop services in line with the needs of our users.
- To develop services where delivered in line with local need.
- To develop in line with the current agenda for disability and carers.
- To develop services that enable and empower people to have independence, choice and control.
- To seek opportunities for users to be involved in decision making and policy development at all levels.
- To deliver services that promote the Health and Wellbeing of disabled people and carers.
- To be a key resource for the provision of information for disabled people, carers and professionals.
- To provide opportunities to enable disabled people and carers to enhance their quality of life.
- To actively seek commissioning opportunities to increase our portfolio of services for disabled people and carers.
- To promote the need for physical access to premises and services.
- To adapt services to meet the changing needs of the personalisation agenda and the transformation of health and social care.
- To seek to change negative attitudes and behaviours towards disabled people and carers.
- To ensure services are developed that engage with carers and disabled people that don't identify themselves as such.
- To develop opportunities for disabled people and carers to play a full and active part in society.

Profile

- To be a reputable source of information, advice and guidance for disabled people, carers and professionals.
- To raise the profile of current projects and the organisation.

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- To have a reputation for delivering innovative and quality services.

Finance

- To be sustainable through the provision of adequate funding and resource management.
- To make provision for future investment.

Governance, staffing and volunteering

- To ensure that the governance is robust and in line with current legislation.
- To be recognised as a quality employer.
- To invest in staff and volunteers through training and development to ensure that they have the appropriate skills and experience to deliver services.
- To maintain the 'Two Ticks' standard and actively encourage the employment of disabled people.
- To have the capacity to respond to demand.
- To maintain a comprehensive risk management system.
- To hold appropriate quality marks and affiliations.
- To recognise the value of volunteers and provide them with a mutually beneficial experience.

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9. Our priorities for 2016

- a) To deliver professional services, in accordance with the agreed contract specification, local need and legislation.
- b) To enhance health and social care professional's understanding of the needs of disabled people and carers.
- c) To expand opportunities to represent the needs and views of disabled people and carers at a local, regional and national level.
- d) To expand opportunities to give disabled people and carers a voice.
- e) To develop the presence and profile of the organisation across Somerset and other counties.
- f) To continue to provide opportunities for disabled people, carers and professionals to access relevant and up to date information.
- g) To have a robust line management strategy that recognises the need for staff and volunteers to feel valued and which is capable of leading, developing and supporting them.
- h) To make staff and volunteers aware of legislative changes as appropriate to their role.
- i) To secure and retain appropriate quality marks and affiliations that evidence our commitment to professionalism and quality practices.
- j) To seek and secure funding to support priorities identified by projects.
- k) To secure funding through tendering and re-tendering for services that will help support the long term sustainability of the organisation.
- l) To identify innovative opportunities to increase efficiency and reduce overheads.
- m) To seek to deliver and develop services that recognise peoples need for choice and control.
- n) To deliver services that recognise and address the health and wellbeing needs of service users.
- o) To develop volunteer roles to support current and new projects.

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- p) To develop robust charging and cash handling policies and procedures.
- q) To ensure all services are fully assessed to ensure our Health and Safety responsibilities are adhered to.

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