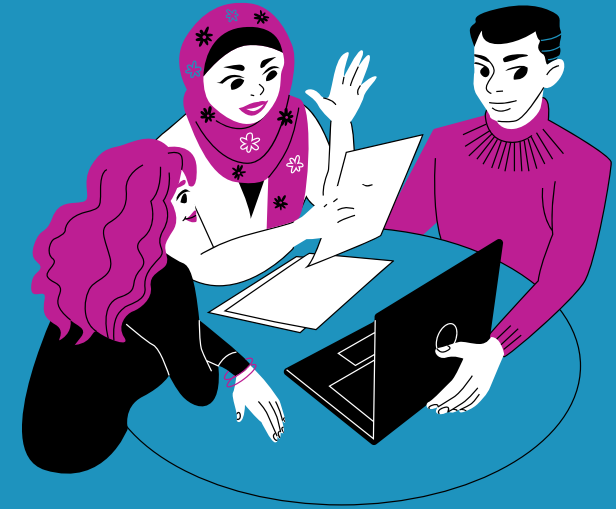


COMMUNITY ANCHOR ORGANISATIONS ACTION PLANS



EAST BIRMINGHAM SHARED PROSPERITY FUND, COMMUNITY PILLAR

READY 2 LEVEL PROGRAMME

OUR COMMUNITY FOUNDATION

OVERVIEW OF THE CAO

Our Community Foundation (OCF) are a charity dedicated to improving the lives of disadvantaged young people and families, with a particular focus on East Birmingham. They began as a Community Organisation in 2006 and have now evolved into a CIO (founded 2020).

They focus on improving health and wellbeing through sports programmes in a variety of

settings. They also tackle unemployment by providing support services for EET and NEET young people to gain skills, experience and qualifications. They do this through sport, youth social action and digital media programmes.

OCF are primarily based at the Naseby Youth Centre in Alum Rock, as well as having a podcast studio in Digbeth.



CONTEXT

Their idea was to engage with their primary audiences through workshops, surveys and an event at the Naseby Centre. They wished to seek views from local young people and families on how best to tackle the issues of skills development, and health and well being in Alum Rock.

Through the AI process this evolved into engaging with their community on two areas:

- Looking to develop a venue/community facility for multiple uses in the area
- Developing a strategy to 'grow your own' OCF youth and community workers



APPRECIATIVE INQUIRY PROCESS

SUMMARY

Definition

Initial introductory meeting set out expectations of Ready 2 Level programme and AI process. As part of this is the understanding OCF will deliver a Ready 2 Level event to engage with their community and stakeholders.

Discussed history of OCF, and their achievements and aims as an organisation. They are embedded in their local community for over 17 years and have grown rapidly over the past couple of years.

Discovery

The 'why' of the organisation is clear and at the heart of all they do. The importance of making a positive difference to young people's lives and their stories- including their families and communities. Basharat and team passionate about supporting young people into employment and creating a different narrative for them. They have worked with thousands of young people. Challenge is to maintain their 'DNA' during growth of organisation.

SWOT

STRENGTHS

- **Passion, Charisma and Drive of OCF founder, Basharat**
- **OCF success built on strong relationships**
- **OCF are locally embedded and has a large 'reach'**
- **17 year track record of delivery**
- **Good blend of expertise and skills in the team**
- **Responsive and creative**
- **Positive partnership and collaborative work**
- **Basharat very clear on 'why' OCF exist, and this transmits to the team**

OPPORTUNITIES

- **Looking to recruit a Programme Manager to oversee logistics of projects**
- **This would enable Basharat to move to CEO role, to concentrate on securing long term funding**
- **Possibility of moving to social enterprise model**
- **To look at how to 'grow your own' potential employees**
- **Improve and refine supervision and reflective practice**
- **New premises or securing asset transfer of Naseby Centre**

WEAKNESSES

- **OCF dependency on Basharat and his time and energy. There is a need to 'spread the load'**
- **The OCF team are inexperienced or are likely to be working for them in the short term**
- **Policies and procedures could do with a clearer system and structure**
- **Funding is project based**
- **With an emphasis on delivery, reflective practice can be overlooked at times**
- **Finding the right people for the team is challenging**

THREATS

- **Anything that could happen to Basharat that impairs his ability to manage OCF**
- **Lack of long term core funding**
- **Staff not being the 'right fit' for the organisation as they employ more people**
- **Losing the Naseby Centre due to city council Section 114 notice**

Dream

The vision is for thousands of young people to be made work/university/apprenticeship ready by developing what OCF does best- sports activities, youth social action, mentoring and digital media programmes.

This will require the staff team to grow to at least 10 strong. Roles will include:

- Sports Engagement Coordinator
- Business Development Manager
- Social Media and IT Lead
- Fundraiser
- Learning Mentor Project Coordinator
- Administration Assistant
- Youth workers and mentors

Basharat's aim is to have a venue for OCF that has:

- Indoor multi-sports hall
- Boxing gym
- Gym
- Podcast Studio
- Mentoring Room
- Offices
- Breakout rooms for other organisations
- Youth Social Action base

Design

Can Ready 2 Level Programme help to make dream a reality by providing support, collaboration, expertise and partnership- especially with developing a venue? This will include connecting with the council, Loconomy and Ready 2 Level organisations.

Helpful discussion had with OCF trustee based on learning from AI and Collaborative Learning sessions. Shared SWOT analysis. This will assist in OCF developing a strategy for growth that is enabled and empowered by their board.

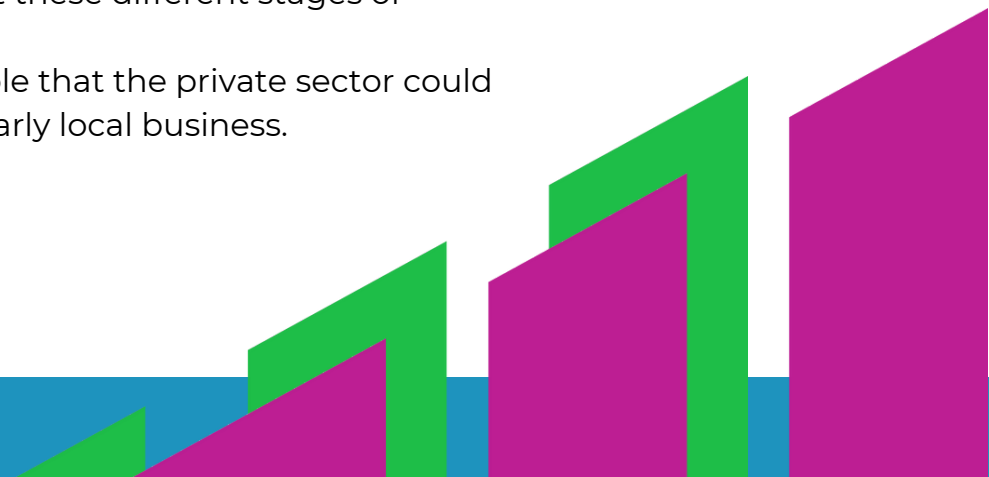
Delivery

Develop the vision and strategy to work towards having an asset in the local community- possibly the Naseby Centre.

For OCF to put the organisational foundations in place to have the capacity to enable this to happen.

Further work needed to engage with the community at these different stages of development.

Explore the role that the private sector could have, particularly local business.



RECOMMENDATIONS

Recommendations for the CAO by the learning mentor

- OCF to develop a strategic plan for growth, that includes how to sustainably embed their DNA
- OCF to look at how they will grow and develop their staff team. To look at what approach they will use to do this and how to effectively use reflective practice
- To develop a short, medium and long term vision and plan, particularly related to having a long term asset
- Work on building foundations for sustainability, particularly with the team of trustees, to increase their effectiveness
- Continue with community consultation and engagement around the possibility of 'taking over' the Naseby Centre. To do this with using a strengths-based approach
- To collaborate with the Save Birmingham campaign
- To seek advice from organisations who have been through the CAT process, eg Norton Hall. To help assess OCF readiness to take on a building such as the Naseby Centre
- Thinking how to mature as an organisation, particularly around how to 'make the most' of Basharat, to utilise his strengths and build overall capacity
- To utilise training such as 'Using a Solution-Focused Approach' for the staff team

- To rethink their mission statement to reduce youth unemployment by 10% as this is difficult to measure. To utilise the example of Unlimited Potential of having a broader mission statement

Recommendations for being Ready to Level

- To collaborate with other Ready 2 Level organisations around youth unemployment
- To use Loconomy and other outside input to help develop a sustainable business plan for OCF and revisit Theory of Change
- To harness the momentum from the Ready 2 Level programme to garner support for the possibility of having the Naseby Centre as an Asset Transfer
- To collaborate with other youth and community organisations around 'growing your own' staff members
- Taking the steps as outlined in the recommendations to OCF will assist in their readiness to level up
- To collaborate with other Ready 2 Level organisations in developing relationships with large institutions such as NHS, Tyseley Energy Park etc, as well as with local (anchor) businesses



THOUGHTS ON LEGACY

- Continue to collaborate with Ready 2 Level Organisations, particularly in relation to developing a community asset and garner further support with action plan
- Basharat to be involved in citywide youth work discussions with the Safe Spaces for Young People network
- To consider using the community engagement/building model such as employed by Open Door to unlock skills, talents and gifts from within the community
- -For this process to enable OCF to become the lead youth organisation in East Birmingham



COMMUNITY ORGANISATION

ACTION PLAN

Introduction

Through the Ready 2 Level Programme and the Appreciative Inquiry process OCF began to focus on how they could move towards having a community asset of their own.

They began to consider how to engage with the local community to ascertain their thoughts, wishes and feelings about a potential Hub/Centre and what it should be used for.

As part of this they held their event at the Naseby Centre in partnership with Inspiring Sisters to have input from girls and women in the community. Initially this used a questionnaire to look at what they identify what services they would like to see offered and how they would like to receive information. In reviewing the event OCF recognised they could use a 'strengths based' approach in future engagement with different sections of the community.

The outputs achieved were:
Number of people reached 43
Number of local events were 1

What we have learnt from the Appreciative Inquiry (summary)

See below, feedback from our consultation:

1. Age (top 4 responses):

- 11-18
- 36-45
- 56-60
- 60+

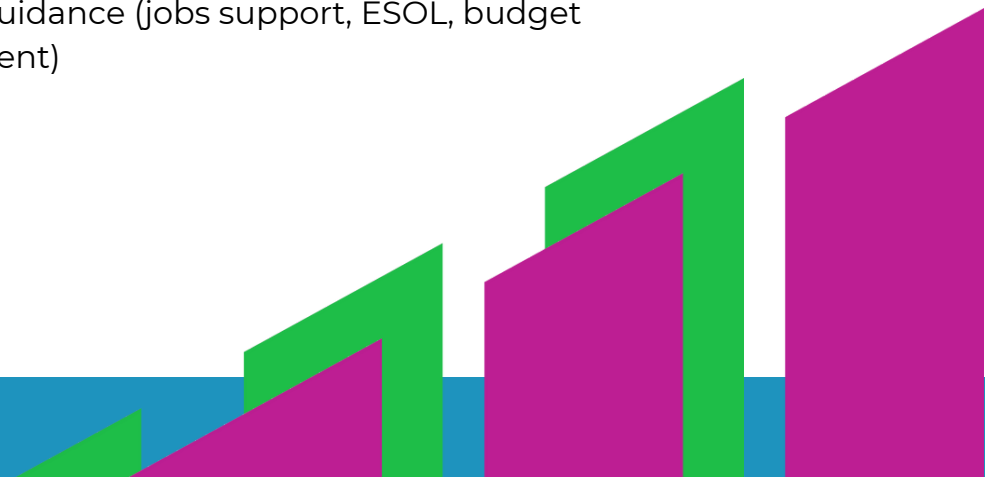
2. Do you currently reside in Alum Rock, Birmingham?

- Yes 90%
- No 10%

If not what is your post code?__B8, B9,B10, B28, B33, B34__

3. What services would you like to see offered at the community centre? (top 4 responses)

- Sport/ Health & wellbeing programmes
- Mental health support
- Activities which bring communities together/ reduce isolation
- Advice & guidance (jobs support, ESOL, budget management)



4. How frequently would you utilise the services offered at the community centre? (top 4 responses)

- Daily
- Several times a week
- Once a week
- Several times a month

5. How do you prefer to receive information about the community centre's services and events? (top 4 responses)

- Flyers and posters
- Social media platforms
- Email newsletters
- WhatsApp group

6. Are there any specific concerns or challenges you face that you believe the community centre could address? (Please specify)

- Lack of interaction between elders and the youth (communities)
- Lack of day trips/ outdoor excursions for women only (i.e. swimming) and families
- A need for more ESOL classes
- A need for Urdu reading and writing classes
- A free car park please!

4. Additional comments or suggestions for improving the community centre's offerings? (direct quotes & statements)

- *"Staff have been supportive, provided a family type atmosphere"*
- *"Amazing place and staff"*
- *"Please continue holding these very important and valuable workshops and community events"*
- *"...Summertime and festival events"*
- *"Have workshops which cater for different age groups"*



COMMUNITY ANCHOR ORGANISATION ACTION PLAN

Action Area	Description	Timeline	Where we need input from other partners
1. VISION	To be the lead youth organisation in East Birmingham. Revisit theory of change, develop a strategic growth plan outlining sustainable growth and embedding OCF's DNA.	SHORT-TERM: 0-6 MONTHS; MEDIUM-TERM: 6-12 ONGOING; LONG-TERM: ONGOING	Collaboration with stakeholders, including staff, trustees, and community members, is essential for input in defining strategic goals and objectives.
2. RESOURCES	Identify and allocate resources for staff development, asset acquisition, and implementation of strategic growth plan.	SHORT-TERM: 0-6 MONTHS; MEDIUM-TERM: 6-12	Input from Birmingham City Council, Ready To Level, Loconomy will be crucial to ensure adequate resources are available for implementation
3. RESEARCH	Conduct research on the potential of 'taking over' the Naseby Centre via CAT process and/ or other long-term assets and put together community engagement strategies.	SHORT-TERM: 0-6 MONTHS; MEDIUM-TERM: 6-12	Connect with BCC, NSDU, Ready To Level teams and develop dialogue. Understand current situation and put together business case. Complete ACV nomination for Naseby Centre. Support Save Birmingham Campaign and liaise with Norton Hall to and others for best practice.

COMMUNITY ANCHOR ORGANISATION ACTION PLAN

Action Area	Description	Timeline	Where we need input from other partners
4. IMPLEMENTATION	Implement strategies outlined in the growth plan, including staff training, trustee effectiveness, and community engagement activities.	MEDIUM-TERM: ONGOING; LONG-TERM: ONGOING	Collaboration with community members, partner organisations, and stakeholders is required for effective implementation and to ensure alignment with OCF's mission and objectives.
5. COMMUNITY ASSET	Engage in community consultations and engagement activities regarding the potential takeover of the Naseby Centre.	SHORT-TERM: 0-6 MONTHS; MEDIUM-TERM: 6-12	Input from the local community, stakeholders, and organisations involved with the Naseby Centre will be critical to assess feasibility and garner support for the takeover.
'GROW OUR OWN'	Collaborate with other organisations to develop strategies for growing and developing staff members internally.	MEDIUM-TERM: ONGOING; LONG-TERM: ONGOING	Input and collaboration with partner organisations, safer spaces, ABCD programmes, especially those experienced in staff development and training, will be necessary to identify best practices and implement effective strategies.

COMMUNITY ANCHOR ORGANISATION ACTION PLAN

Action Area	Description	Timeline	Where we need input from other partners
4. READY 2 LEVEL	Gain ongoing support from Loconomy to put action plan ideas into action, through skills, expertise, connections and support in developing a business case for the Naseby Youth Centre and/ or other assets in East Birmingham. Collaborate with other Ready 2 Level anchor organisations around creating new opportunities for young people & families and tackling youth unemployment.	SHORT-TERM: ONGOING; MEDIUM-TERM: ONGOING; LONG-TERM: ONGOING	Ongoing support from Loconomy, BCC and partners as part of the Ready To Level programme will be essential to develop business case for Naseby Youth Centre. Input and collaboration with other Ready 2 Level organisations will provide opportunities for sharing resources, experiences, and strategies to address common challenges related to youth unemployment and organisational growth.

DISSEMINATION

We carried out the below community consultation:

Dear Participant,
Thank you for taking the time to provide your input. Your feedback is invaluable in shaping the services offered at the community centre in Alum Rock. Please take a few moments to complete this consultation form.

1. What is your age?

- 11-18
- 19-25
- 26-35
- 36-45
- 46-55
- 56-60
- 60+

2. Do you currently reside in Alum Rock, Birmingham?

- Yes
- No

If not what is your post code?

3. What services would you like to see offered at the community centre? (Please select all that apply)

- Reduce isolation
- Games/ activities
- Heritage programmes
- Health & wellbeing programmes
- Mental health support
- Sports activities
- Bringing communities together events
- Advice & guidance sessions
- Cost of living crisis assistance
- Help with bills and benefits

4. Are there any specific services not listed above that you would like to see offered? (Please specify)

5. How frequently would you utilise the services offered at the community centre?

- Daily
- Several times a week
- Once a week
- Several times a month
- Once a month
- Occasionally
- Rarely



6. How do you prefer to receive information about the community centre's services and events?

- Flyers and posters
- Social media platforms
- Email newsletters
- Word of mouth
- Community events
- Other (please specify)

7. Are there any specific concerns or challenges you face that you believe the community centre could address? (Please specify)

8. Additional comments or suggestions for improving the community centre's offerings?

Thank you for your participation.

Here is a summary of the responses:

1. Age (top 4 responses)

- 11-18
- 36-45
- 56-60
- 60+

2. Do you currently reside in Alum Rock, Birmingham?

- Yes 90%
- No 10%

If not what is your post code? B8, B9,B10, B28, B33, B34__

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- Flyers and posters
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6. Are there any specific concerns or challenges you face that you believe the community centre could address? (Please specify)

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Consultation Event 7th March 2024