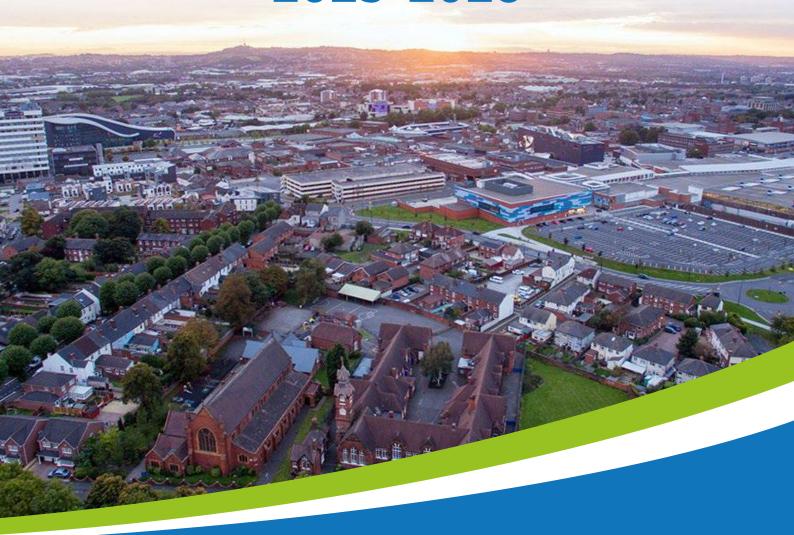


CIS Strategy 2025-2028



Involve • Innovate • Deliver

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Executive Summary

Welcome to the Communities In Sync (CIS) Strategy 2025-2028, which sets out our aims and priorities for the next three years. Whilst we have achieved many great things since our inception, we want to continue to grow and evolve to enable us to meet the increasing and everchanging needs of our diverse population.

With the level of need increasing across the region, combined with funding cuts, it is imperative that we foster innovation, pool resources, and facilitate a collaborative approach to help address pressing societal needs. This strategy will help to demonstrate how we will achieve this, and how we will have the social impact that we feel we're collectively capable of.

By 2028, we envision a resilient network of charities equipped to tackle complex challenges in a collaborative manner with a shared commitment to building healthier, more equitable communities across the Black Country and Birmingham.

CIS hopes to bring this strategy to life over the next three years by working closer with our Members, partners and funders. Together we can make real change, keeping in mind that the whole is greater than the sum of our parts.

Thank you

Nav Rai CEO



Our Members











































As an active Member of CIS we feel proud and privileged to work in partnership with many other long-standing quality third sector providers, who together have and are delivering a range of projects that successfully help to reduce hardship, support mental health and improve the wellbeing of our local people.

Chris Christie - CEO, Sandwell Crossroads Caring For Carers

Our Mission Statement:

To improve the lives of local residents through innovative, high quality service provision.



Our Aims

Communities In Sync (CIS) Limited is a Charitable Community Benefit Society established in December 2016. CIS has a membership of vetted, grassroots, and culturally responsive third sector organisations with extensive experience working in the local health and social care arena. Using its collective strength, the consortium endeavours to:



Improve the quality of life of local people, especially those most in need, through the provision of high quality, responsive, generalist and specialist services in the field of health and wellbeing.



Bid for and secure contracts for delivering services in health and wellbeing [delivered by a group of providers], thus increasing the likelihood that grass roots, small and/ or specialist providers are not wiped out from the local supply chain.



Coproduce service development with Members to **address gaps in local service provision**, and subsequently source funding to deliver those services.



Become a provider of choice and the local single point of contracting, representing a wide range of high quality, vetted charitable organisations.

CIS are a fantastic health and social care consortium. They act, not only as a voice for the voluntary sector but they also help and support their members to identify and deliver on new opportunities, which are crucial to a charity of our size. CIS demonstrate a passion for the voluntary sector and always back their members in evidencing good outcomes.

Calum Nisbet – CEO, The Kaleidoscope Plus Group

Our Purpose

The consortium has many purposes, all of which benefit a range of stakeholders including residents, the local VCS and statutory partners. Our main purposes are highlighted below:



Single Point of Contracting

To be a flexible, highly responsive and dynamic single point of contracting for funders



Partnerships

Promote partnership working by creating a platform where Members can work collaboratively in a structured and supportive environment



Quality Services

Ensuring high quality service delivery by harnessing the unique strengths and qualities of Members



Value For Money

Creating exceptional, streamlined services which provide value for money for funders



Focus on Outcomes and Learning

Utilising robust monitoring methods, reporting mechanisms and outcome measures which provide valuable insights



Managing Finances

Budgeting, managing and distributing project related funding to delivery partners, whilst ensuring our own sustainability



Person-Centred

Creating services that are genuinely person-centred, ensuring that the user voice and need is at the heart of all provision Working with Communities In Sync has allowed us to reach communities that traditional NHS services have not. We can offer support to people in their local neighbourhoods and through VCSE and charitable organisations that they trust. This has helped us to provide an offer that is more flexible, creative, culturally sensitive and high quality. Also CIS have been able to mobilise projects quickly and cost effectively. Multi-partner projects allow for shared accountability, shared learning and integration that benefits communities and citizens with choice and timely support.

Laura Brookes – Associate Director of Partnerships, Black Country Healthcare NHS Foundation Trust

As someone who struggles with alcohol dependency and vulnerability, I never imagined I would find a listening ear, someone who would allow me to express my fears and also understand my financial burdens.



Background and History

The beginning of our journey

In 2015, the Sandwell VCS Health and Social Care Forum identified trends which were impacting negatively on local health and social care charities and the provision of their services to residents in need. Examples of these concerning trends included the restriction of service provision to those that are only deemed a statutory responsibility and the tendency for larger contracts to be awarded, which may be a disadvantage to smaller, grass roots organisations.

The impact of these trends was that needs increased within communities (especially for those who are vulnerable), gaps in service delivery were observed and the lack of early intervention created substantial pressures on other services. In the past, such gaps would be filled by local small organisations who were able to support those that fell through the safety net of state provision. However, the dual effect of the trend towards awarding larger contracts and the reduction in grant funding for smaller organisations have meant that this safety net provision was being threatened.

Discussions with members of the Health & Social Care Forum in April 2015 suggested that the members were in favour of forming a consortium consisting of local, health and social care focused charities. The SCVO were instrumental in setting up the CIS and they successfully secured funding from the Sandwell and West Birmingham CCG to help the consortium come to fruition.

CIS was formally constituted as a Community Benefits Society with the Financial Conduct Authority on December 1st 2016, under the Co-operative and Community Benefit Societies Act 2014.



Third sector organisations have long been accused of working in silos and not networking effectively. My experience working in Sandwell for over 21 years is that this has changed, and CIS has had a lot to do with supporting that change. Being a member organisation of CIS has meant that you work alongside many organisations who you may not have previously working with or even known about. Working regularly with other local organisations fosters information exchange, peer learning and peer support. Working so closely on services also necessitates that best practice is shared and implemented into new services to shape delivery and transferable service models. This is good for the sector, the local community and the people who will be using our services.

Pat Johnson – CEO, Sandwell African Caribbean Mental Health Foundation

Where we are now

Through the support of SCVO, CIS was able to secure funding from the lottery to employ a part-time Development Manager (Nav Rai), with the aim of working with the Member organisations, setting up new projects and securing funding to deliver them.

Since 2018 CIS has grown organically from eight founder members to twenty, and has worked tirelessly to address the reasons why the consortium was initially established. CIS has successfully secured funding to deliver a range of projects and services which are illustrated below:



Parents, Advice Guidance & Empowerment (PAGE)

Supporting parents with additional needs



Birmingham Bereavement & Wellbeing Service

Bereavement service for Birmingham residents

> Mental Health



Connected Communities

Digital equipment offer for Members and their beneficiaries



Volunteering Plus

Volunteering project for inactive residents



Kickstart Scheme

Employment scheme for young people

SMI Sandwell

Serious Mental Illness Project

Benefits advice and support for

people with serious mental illness





Wider Determinants of Health

Large scale project addressing the wider determinants of health



Talking Therapies Plus

Free counselling/talking therapy service for residents



Caring For Carers Bereavement & Wellbeing Service

Bereavement support for carers in Birmingham



Sandwell Community Offer

Wraparound support service for all Sandwell residents



Empower

Hospital discharge support

Thank you for helping me through my darkest time and in my hour of need. ""

By streamlining our overheads and through careful fiscal management, CIS has gradually built up our reserves, and in 2023 the consortium recruited Nikki-Dee Haddleton as our Operations Manager.

Having a dedicated Operations Manager has been a great addition to the consortium and its Members, especially for the frontline staff who work tirelessly on our projects. The Development Manager role naturally evolved into a CEO role and we now have two full time dedicated staff members who are focused on ensuring that the consortium fulfills its purpose.

Communities in Sync have been a delivery partner of the Better Care Fund Sandwell Community Offer (2020 – 2024). Throughout this period, CIS has shown exceptional dedication in working collaboratively with partners to deliver high-quality services that support improved outcomes for the citizens of Sandwell.

Paul Moseley – Programme Manager and Head of Integrated Commissioning, Black Country ICB



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Our Operational Aims

Over the next three years, our operational support to Members will be a transformative journey, which will focus on a series of impactful initiatives. By continuously improving the way in which we analyse data and measure outcomes, we will demonstrate the benefits of our collaborative delivery approach, therefore reinforcing the strength of our partnerships.

Over the next three years we will:

- Actively encourage cross-referrals, as we believe collaboration yields better outcomes
- Provide guidance and support for delivery partners, closely monitoring performance against targets
- Support data collection efforts while ensuring compliance with GDPR, and embed and maintain consistency across all projects and services
- Conduct regular risk and issue management which empowers us to navigate any challenges that arise
- Commit to optimizing synergy between services to create a seamless 'no wrong door' approach for those we serve



Nikki-Dee Haddleton CIS, Operations Manager

Together, we will build a robust framework that not only elevates our collective efforts but also inspires meaningful change in the communities we serve.

Sandwell Advocacy are proud to be members of Communities in Sync. Being part of CIS enables us to network with other partner organisations to build a stronger and more innovative community and voluntary sector. Being part of CIS enables us to pool resources, skills and experiences to offer more robust and holistic health and social care support which improves the lives of people in our local community.

Dave Bradshaw – CEO, Sandwell Advocacy

Our Impact



of residents supported in the Wider Determinants of Health project stated that the support "has made a positive difference to their lives"



CIS started with 8 founder members and has grown to 20

We have secured over

£3mili@n funding to our Members so far



We have delivered over 300

digital items

to residents and our member organisations



supported by our Community Offer service



of the funding we secure is passed on to our Members for service delivery

We were highlighted by central government as an exemplary Kickstart Scheme

There have been over **10,000 contacts**, and over **1500 people supported** on our Wider Determinants of Health project.

100% of beneficiaries stated that they would recommend the service to others



4000

unique individuals supported across a range of projects

80% of our beneficiaries

in the PAGE project reported 'improved independent skills' and 'improved health'

people were supported into volunteering roles in our

'Volunteering Plus' project



90%

of people who received mental health support stated that they 'are better at understanding their needs' and they 'would recommend the services to others'



100% of residents

supported by our
Birmingham Bereavement
& Wellbeing service
say they are now better
able to cope with their
bereavement and are
feeling optimistic about
their future

Financial Status

Careful financial management is essential to allow CIS to operate efficiently, plan for the future, and adapt to changing financial landscapes.

At CIS our core costs are minimal, with currently two staff members, nominal overheads (e.g. no physical office space) and an ethos of expenditure for essential items only. This approach has allowed us to maximise the amount of funding we can pass on to our Member organisations for service delivery. It has also allowed us to invest in areas which benefit delivery partners on projects, for example by purchasing a CRM system (Charitylog) which Members can use for free on projects.

Our sound financial practices help to build reserves which allows us to sustain operations during periods of reduced funding, thereby providing stability for ongoing projects. When setting up new projects, there is a concerted effort to ensure that the delivery partners are appropriately compensated and every effort is made to maximise the amount that they receive (85-90% of our turnover goes directly towards delivery). This helps to build trust between CIS and its Members, but also helps to ensure that Members have full cost recovery which further contributes towards their own sustainability.

Additionally, clear financial reporting and accountability increases funder confidence in our consortium and helps to attract funding by demonstrating prudent use of our resources. Ultimately, our approach to finances helps to support the consortium's resilience, ensuring it can fulfill its mission in the long term.



SWOT Analysis

By systematically assessing our strengths, weaknesses, opportunities and threats, CIS can gain a comprehensive understanding of our position in the market and make informed decisions.

gths

- High quality, experienced Member organisations
- · Experienced core staff
- Track record of high quality service delivery
- Good reputation with funders for whom we have delivered services
- Value for money

Opportunities

- Focusing delivery in other local boroughs/areas
- Prospective new Member organisations may bring new ideas and energy to the partnership
- Develop a closer relationship with statutory bodies from which we don't currently receive funding (e.g. SMBC)
- Develop closer links with central government to deliver larger projects

esses

- Minimal staff infrastructure
- Sometimes unable to fulfill Member requests for new projects due to extraneous factors (e.g. funders deem the issue to be a statutory responsibility)
- Low levels of awareness of CIS outside of Sandwell
- Some Member organisations do not have the capacity to get involved in new projects

- Reduced local funding opportunities
- National austerity/cuts to funding
- Increase in local/regional competition for funding
- Funding that is available is not large enough for a partnership based approach
- Financial sustainability of some Member organisations

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Future Aspirations

CIS has established itself as a reputable organisation in a relatively short period of time. Building on our successes, we will continue to develop, improve and grow. We have consulted with our members to define our aspirations for the next three years and these are outlined below.



Partner of choice

We want to become a partner of choice as a single point of contracting for those offering contracts and funding by inspiring confidence through our integrity, approach and the consistent delivery provided by our Members.



A platform for collaboration

A primary aim for the future is to continue offering a platform where local, grass-roots VCS organisations come together to work collaboratively in partnership with each other, knowing that they will be supported by CIS to work with each other in a transparent, methodical and professional manner.



A commitment to Mental Health

Our mental health projects have been successful in terms of the number of local residents supported and the outcomes achieved. We want to ensure that these projects and services (e.g. Talking Therapy Plus) are consistently funded and consequentially become known as a core, integral part of the wider mental health support on offer.



Safeguarding our current projects and services

It is imperative that the current projects and services which are consistently meeting their objectives are safeguarded by securing additional funding. A huge amount of effort is spent on recruitment, mobilisation, training and ongoing project management, therefore it is vital that we do not lose the momentum, skills and knowledge built up with impactful projects.



Growth of Membership

The organic growth of the membership, from the founding 8 to the current total of 20 Members has been beneficial as it has allowed us to harness the strengths of a large pool of organisations. Further growth of the membership will be determined by any perceived gaps we have and what service areas we decide to pursue.

Being a Member of CIS is incredibly beneficial to us as it not only offers potential opportunities through their local knowledge but enables and supports us to work on contracts as a group, which may be out of our reach as a sole provider. We certainly reach more diverse communities that need our support and work with a wider range of partners than we would do without being part of CIS. We find CIS incredibly supportive, thorough and professional.

Khatija Patel – CEO, Ideal For All



New Projects

A primary focus for CIS has been to secure funding for new projects and services which are designed to meet a specific need. We want to continue this trend by supporting Members to share their ideas so we can help them come to fruition.



Closer links with statutory partners

CIS has a fruitful relationship with some local statutory partners (e.g. Black Country Healthcare NHS Foundation Trust), but closer links need to be forged with others, such as Sandwell Council, in order to become a partner of choice.



Central Government

To date CIS has focused primarily on working with local statutory partners, and securing funding from large national funders (e.g. National Lottery). By highlighting our track record of project delivery, we hope to forge stronger links with central government departments to help secure funding for new projects and initiatives.



Member consultation

Our Members and their staff are the heart of the consortium and it is imperative that their ideas and thoughts are gathered to inform new initiatives. We aspire to consult with our Members on a regular basis, which includes quarterly Members meetings.



Core Priorities

In order to remain relevant, dependable and sustainable, CIS must also focus on our own infrastructure and internal areas of development which are detailed below

Staffing Capacity and Skills

Staffing wise CIS consists of two staff members (CEO and Operations Manager) and in order to fulfill our wider ambitions we must increase our staff capacity. Core funding will be sourced to help expand the staff team where needed (e.g. Quality and performance management, marketing, administration).

Financial Stability

Despite our prudent approach to spend, our long term sustainability is at risk due to the reduction in large scale funding opportunities. CIS normally takes between 8-12% from a project budget for project management, ongoing support and reporting. We want to keep this figure low in order to maximise the amount spent on service delivery, which is our primary focus. Therefore, in order to be sustainable, we must acquire core funding to reduce the likelihood of having to take a larger proportion of future project budgets.

Marketing & Social Media

Great strides have been made to improve our ability to market new projects, which includes establishing ourselves on various social media platforms. We intend to expand on current methods by incorporating other means such as regular newsletters, impact documents, events and promotional videos to help promote the work of the consortium and its Members.

Impact Measurement

A key strength of CIS is our ability to gather, analyse and interpret project related data. We aim to continue finding innovative methods for measuring outcomes to help inform future service delivery. We also need to highlight and publicise useful insights which we uncover through our data.

Partnerships

In order to keep abreast of funding opportunities and service developments, it is important that CIS is visible at local and regional forums and partnership meetings. Whilst we are relatively well known in Sandwell, more work needs to be done in Birmingham and the other three boroughs of the Black Country to increase levels of awareness.

Innovation & Adaptability

CIS prides itself on being a flexible and responsive organisation which can adapt to the changing landscape. In order to remain relevant and useful for our Members we must utilise new tools, measures and approaches which includes the use of artificial intelligence to help meet our wider aims and objectives.

Partnership working is now an essential requirement for any modern charity. Being a Member of CIS and working with other members means that we have pre-formed partnerships which enables us to act quickly and operate with agility when new opportunities arise. The work of CIS in supporting these partnerships has been essential to Age UK Sandwell's continued development.

Steve Thomson – CEO, Age UK Sandwell

What we offer our Members

- Source funding for new projects and services
- Ongoing project management, which includes regular meetings with operational staff
- A platform to share ideas about how to plug gaps in local service provision
- Collate and **analyse data**, taking responsibility for **evidencing outcomes** to funders
- Free access to our CRM system which includes training
- Liaise with funders and commissioners on behalf of delivery partners, which includes attending monitoring and review meetings
- **Sharing outcomes**, learning and best practise that we have identified
- Free training for project staff which includes bespoke project related sessions
- Absorb the costs for any **external expertise** which is sourced for projects (e.g. project evaluation)
- Informal support for Members and their staff
- **Gather concerns** and escalate them through the appropriate channels
- Link services and projects together with the aim of ensuring that clients do not 'fall off a cliff' at the end of their intervention
- **Promote our Members'** own services and initiatives to our wider network
- Work with organisations outside of our Membership to help enrich the overall service offer
- Look for synergy between Member organisations and encourage them to work collaboratively outside of the consortium

CIS Strategy 2025-2028 Action Plan Future Aspirations

The action plan below details the strategic actions that will be focused on, many of which will have a direct impact on our Member organisations.

Strategic Action Descriptions	Details	Date to Begin	Date Due	How this will be achieved	Potential Risks/ Hazards	Desired Outcome
Member consultation	Further work needs to be done to ascertain what the perceived gaps are that CIS can help with.	Jan 2025	April 2025	Online survey, 1-to-1 meetings, Group discussion.	Some requests may not be able to be fulfilled as they are deemed to be a statutory responsibility Sourcing large funding pots to enable a partnership based approach.	Clarity on what the Members would like to see delivered to help meet gaps in service provision.
New projects being established	Sourcing funding opportunities (contract and grants) to deliver new projects. Coproducing new projects with Members.	Jan 2025	Dec 2028	Searching for local, regional and national funding opportunities. 1-to-1 meetings/ Group discussion.	Competition for local funding opportunities. Sourcing large funding pots to enable a partnership based approach.	Numerous new projects being set up, and delivered by a range of Members.
Closer links with statutory partners	Closer relationship to be nurtured between SMBC and other local statutory bodies.	Jan 2025	Dec 2028	Arranging 1-to-1 meetings with key stakeholders.	Statutory partners expect outcomes for no additional funding creating extra pressure on current projects/ services.	Being considered as a partner of choice when needing a single point of contracting.
Working with central government	Establish strong links with government departments such as DOHSC, DCMHS and DWP.	April 2025	Dec 2028	Researching key individuals in departments and contacting them. Applying for central government funding.	Poor response from departments. Competition for national funding opportunities.	New funding secured sourced for new and innovative projects.
Growth of Membership	Address any gaps in our current Membership and source local organisations who may be interested in joining.	April 2025	Dec 2028	Conducting a needs analysis. Consulting with current Members about prospective Members.	Size of the consortium becomes too big to manage.	New organisations join who enrich the consortium and bring new ideas and energy.



CIS supported the delivery of our UKSPF community programme and enabled funding to get to the right residents who need it. CIS exceeded their targets and made a real difference to local residents and we are grateful for their support on the programme.

Adele Smith – Programmes Manager, Sandwell Council



Strategic Action Descriptions	Details	Date to Begin	Date Due	How this will be achieved	Potential Risks/ Hazards	Desired Outcome
Become a partner of choice for funders	CIS to be considered as the 'go to' organisation when funders require a single point of contracting on behalf of a range of VCS organisations.	Jan 2025	Dec 2028	Communicating our purpose and highlighting our achievements/ ethos to statutory partners. Continue high quality service delivery on current projects.	Competition from other local/regional organisations/ partnerships.	Funders utilise CIS as a tool to achieve their targets/aims for the local population. CIS wins large scale tender opportunities which require a multipartner approach.
A platform for collaboration	Create opportunities for Members to share ideas for new projects which could be delivered as a partnership between multiple Members.	Jan 2025	Dec 2028	1-to-1 meetings, Member meetings, Online consultations.	Funding cannot be sourced to deliver large scale partnership projects.	Members share ideas for new projects which come to fruition. Sharing of resources/ assets between Members outside CIS projects.
A commitment to mental health	Establishing the long-term sustainability of our current mental health related projects (e.g. Talking Therapy Plus).	Jan 2025	Dec 2028	Regular communication with funders regarding long term sustainability.	Funding related decisions are made externally, meaning we may have minimal influence beyond showing the positive impact of current projects.	Mental Health related projects have ongoing funding (ideally 3 years).
Safeguarding current projects	Funding to be secured for all current projects which are meeting their outcomes.	Jan 2025	Dec 2025	Searching for funding opportunities. Continue engagement with current funders.	Lack of large scale funding opportunities.	All successful projects secure continuation funding (ideally 3 years).



You really have saved my live and put me back on the right track again. I will never forget that. ""

CIS Strategy 2025-2028 Action Plan Core Priorities

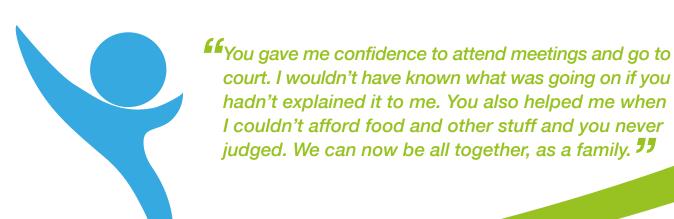
The action plan below details the strategic actions in relation to internal CIS processes to help us achieve our wider strategic aims.

Strategic Action Descriptions	Details	Date to Begin	Date Due	How this will be achieved	Potential Risks/ Hazards	Desired Outcome
Staffing Capacity & Skills	Additional resources will be required once new projects are secured.	April 2025	Dec 2028	Core funding will be sourced to help expand the staff team where needed. This also takes the pressure off taking a higher % of project management related costs.	Core funding is not secured.	Core funding secured for 3 years to employ additional staff (part time/full time depending on requirements).
Financial Stability	Core funding to be secured to ensure that the current staff model can be sustained without having to use our reserves.	April 2025	Dec 2025	Researching core funding opportunities and then applying for them if we meet the eligibility criteria.	Core funding is not secured.	Core funding secured which covers our core staffing costs (ideally for 3 years).
Marketing & Social Media	Creation of quarterly newsletters, impact documents, informal networking events and promotional videos to highlight the outcomes of the projects and wider membership.	Jan 2025	Dec 2028	Allocating time to the various marketing related activities and acquiring feedback from Members/VCSE/Partners about their impact.	Staffing capacity to fulfill all marketing related actions.	Increased awareness of CIS and the various projects.
Impact Measurement	Reviewing current project related impact measures and researching innovate methods for measuring impact for future projects.	April 2025	Dec 2028	Partly dependent upon which new projects are established. Research will be conducted on innovative/best practice outcome measures prior to project delivery.	Dependent upon new projects being established. Outcome measures for current projects cannot be changed.	A range of outcome measures/tools utilized, which are recognised by funders and partners.



The changes I have made to my life with everyone's help have been massive. I now do activities that are good for my physical and mental health every single day.

1	trategic Action scriptions	Details	Date to Begin	Date Due	How this will be achieved	Potential Risks/ Hazards	Desired Outcome
Par	tnerships	Developing good relations with all local statutory partners and large funders.	Jan 2025	Dec 2028	Researching who are the main commissioners/ funders in the region and further afield. Arranging meetings with them to showcase the work that has been delivered by the consortium and its Members.	No major risks/ hazards associated with this action.	Increased levels of awareness of the consortium within key statutory/ funding partners.
	ovation & aptability	Ensuring that CIS remains relevant by adapting to the changing landscape, which includes adopting new tools (e.g. Artificial Intelligence) to help deliver project, conduct research and measure outcomes.	Jan 2025	Dec 2028	Researching best practice, trialing new tools/approaches.	Cost associated with new tools and approaches. Value for money/impact must be ascertained prior to any financial commitment.	The adoption of new tools which assist CIS to meets its overall aims and objectives.



CIS Details



Registered name: Communities In Sync

Company Registration Number: RS007460

FCA Registration Number: 7460 (Community Benefits Society)

Registration Date: 01 December 2016

Registration Act: Co-operative and Community Benefit Societies Act 2014

Email: info@communitiesinsync.info

Website: communitiesinsync.info







Designed & Printed by:



break-thru.co.uk/breakthru-marketing/

CIS takes account of the social and economic impacts of buying locally



Breakthru Marketing's profit helps enable our lead company Breakthru to improve the holistic wellbeing of the communities we serve across Sandwell.