BUSINESS PLAN

GROWTH PATH SERVICES

March 2024

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1. Mission and Vision

Vision: We exist to empower young people to break the cycle of poverty by becoming more independently capable of supporting themselves.

Mission: We will support NEET young people aged 16 – 29 to achieve work experience, entry level qualifications and employability skills.

Values:

- Integrity - we do what we say we'll do.
- Transformative - we transform young people's lives.
- Unity - our staff work collaboratively.
- Ambition - we are ambitious for our young people.
- Humanity - we are non-judgmental and supportive.

Scope: We are ambitious in seeking out partnerships that expand the impact of our work, make us more financially independent and help us reach more young people who need our services.

2. Organisational Overview

The charity was founded in 2012 as Kingstanding Regeneration Trust and has maintained charity status ever since. In 2020, it launched the KRT social enterprise which acts as a vehicle both for work opportunities to its trainees, but also a source of funding through commercial engagements.

In 2024, the charity and the Enterprise will be consolidated under a new single brand, Growth Path.

The charity is managed by a Chief Executive Officer (Anya Sanchez) and is supported by a board of 6 trustees who form the senior management team. A list of our current trustees is available in APPENDIX B.

We employ a small team of professionals involved in the delivery of training, business administration, fundraising and fulfilment of commercial maintenance contracts. We are also supported by a number of experienced consultants in the areas of fundraising, design and marketing.

We are all passionate about achieving positive outcomes for young people.

3. Programs and Services

Training: Our "Introduction To Construction" Course is a 4 week program designed to support young people to exit NEET (not in education, employment or training) status having gained work experience, entry level qualifications and soft skills to enter employment or further training in the construction industry, one of the fastest growing sectors in our region.

Resilience: In 2024, we are introducing Resilience Training. The aim of these sessions is to enable young people to be better equipped to deal with the big emotions they feel. The hope is that the

resilience training will give them a tool kit to accompany them through life, ensuring the inevitable challenges they face do not hinder their chances of staying in training or employment for longer.

Earn as you learn: We will support Trainees to work alongside our staff on client projects. As Trainees, they are able to learn whilst they earn undertaking vital qualifications in English, Maths and further Construction related qualifications. The Traineeship has already worked well for some young people. We're hoping to support 5 trainees over the next 12 months.

Welfare: We keep our program short to ensure young people stay engaged and it gives them a quick win, so they feel positive about themselves and their lives. In addition to skills training, we provide emotional support in recognition of the multiple challenges many of our cohorts will have experienced in their personal lives. The welfare of young people is paramount and so we maintain contact with young people regularly on course completion and continue to do so for as long as is needed.

Personal support: We will build on an individual's strengths. We hold regular 121 meetings and keep a development journal for each young person on the program. By keeping cohorts small, usually a maximum of 4 people per Trainer, we ensure we can identify their strengths and find routes for them to flourish.

Employability: We help each young person with CVs, job applications and interview preparation and we provide a continued point of access throughout the first critical months in their new role.

Commercial: We offer a range of garden maintenance and landscaping services to residential and commercial customers. Not only does this generate revenue for the charity, it provides practical experience and learning opportunities to support our educational programs.

4. Beneficiaries

While the charity was founded in Kingstanding to serve the local area, we have attracted attendees from across the whole of the Birmingham region. This extended scope of operation is part of the reason for changing the name from Kingstanding Regeneration Trust to Growth Path in 2024.

Our services are available to young people between the ages of 16 – 29 who are not in education, employment or training.

In addition to the young people who experience our programs, we also have a positive impact on the community and we have connections with local authorities, other charities and community interest groups and we are keen to develop relationships in these areas.

5. Market Analysis and Needs Assessment

We implement a number of measures to ensure that our programs are up-to-date and relevant:

- We ask each young person (and where possible their families) for their opinion on our projects. our goals and whether we're achieving them through 121 discussions and in groups throughout their time with us.

- We use Work Star from Outcome Star to track progression and personal growth of young people. The participant's journey is plotted against 7 areas: Job skills & experience, Aspiration & motivation, Job search skills, Stability, Basic skills, Workplace & social skills , Health & well-being
- We use WEBWEMS (The Warwick-Edinburgh Mental Wellbeing Scales) in the first and last week to monitor the changes in emotional stability of each young person and identify areas where further support is needed.
- We speak regularly to everyone in a young person's support network such as their Support Worker, Probation Officer, Housing Officer, Job Coach and family members to ensure we're working together to help the young person move forward. This also gives us the opportunity to get feedback on our program and our staff.

6. Strategic Goals and Objectives

- 60 young people complete the Introduction to Construction Course every year
- 40 young people exit NEET (Not in education, training or employment) status
- 5 Trainees benefit from the Earn as you Learn program
- Increase our commercial clients to 25.
- Generate £60,000 in earnt income
- Generate £80,000 in fundraising
- Renovate the upstairs of Brookvale Building into useable meeting rooms
- Recruit 2 new Trustees with a Construction and Networking focus
- Trial and assess Resilience Training for young people
- Diversify our cohorts with a focus on gender diversity and supporting those from Black, Asian and Ethnic Minority (BAME) communities.
- Rebrand the charity to GROWTH PATH SERVICES
- Complete Pilotlight 360 program

7. Implementation

2023 and 2024 have been a time of great change and some exciting initiatives are still in the planning process. However, a number of primary activities are required to support our long term goals. These fall into four main areas:

Service delivery: to continue to improve the effectiveness of our training programs, striving always for best practice in our field.

Staffing: to ensure the charity has the skills it requires to perform its core functions.

Marketing: to raise the profile of Growth Path Services amongst its main audiences.

Financial: to maintain access to funding sources and ensure financial resilience.

A schedule of key activities are detailed in APPENDIX C.

8. Organizational Structure and Team

As a small charity, we are highly dependent on high performing, versatile and dedicated groups of staff, volunteers and supporters. Our key staffing groups are:

Trustees: We currently have 6 trustees with various professional backgrounds and we will be adding two more, ideally with construction and local authority connections.

Office team: We currently have 4 members of staff employed in management, training and administration including an apprentice administrator.

Field based: We employ 1 Trainer and 2 Landscapers to deliver work experience for young people and complete our commercial work.

Volunteers: We are supported by Pilotlight (strategic support), a Finance volunteer, a Design volunteer and will be working with Maximus UK employees to improve our commercial bidding prospects. No volunteers have access to the young people without charity supervision.

Partnerships: We have a variety of active partnerships supporting us in the recruitment of young people and career development. Developing our partnerships will be a focus of 2024/5. A list of active and developing partnerships is listed in APPENDIX D

Ambassadors: Ambassador partnerships allow us to more easily achieve our goals whilst promoting our positive stories and values. APPENDIX E details two of our current Ambassadors, LUKE and DIGITAL PANDA.

9. Financial Plan

We are in the most stable financial situation we have been in for many years thanks to multi-year funding agreements with The National Lottery, Henry Smith Charity and Tudor Trust Foundation.

APPENDIX F shows a 3 year financial forecast.

However, it is still important we put energy into our fundraising efforts, to ensure we have support from a variety of funders and maintain good relationships with funders who we will need in 2026 when the current funding agreements will end.

There are some key projects that require specific funding attention:

- Resilience Training – Training for young people delivered in partnership with Mind Bham - £6,000 needed for 10 monthly sessions.
- Funding for IAG Officer and Engagement member of staff
- Core funding (Training, Administrative Staff, Apprentice salaries)
- Building improvements

Our fundraising efforts need to focus on;

- Maintaining relationships with current funders.

- Developing a fundraising plan to support us when current grants ends.
- Developing commercial work opportunities with both business and residential clients

10. Marketing and Outreach

One of the key marketing objectives for 2024 is rebranding the charity to Growth Path.

Growth Path was selected to be our new name after extensive consultation with stakeholders. The new brand identity will better promote the services that we are able to deliver.

As a result of the new brand, we will fulfil a number of marketing activities including: creating a new website; PR stories promoting our new partnerships and rebrand; changing our signage; and updating all our marketing collateral to reflect our new name.

11. Monitoring and Evaluation

It is important that we maintain a detailed awareness of the performance of our training and of the charity as a whole. Not only does it enable efficient management or our resources, it also communicates to stakeholders the impact of their investment in us and their support

The objective of our evaluation process is to evaluate performance in a number of areas:

- The number of young people approaching us for support
- The number of young people accepted onto the program
- The number of young people completing the program
- The number of young people achieving qualifications
- The number of young people securing paid employment

As a headline statistic, we anticipate accepting up to 60 young people into our program in a given year and we would expect 90% to successfully complete their qualifications.

APPENDIX F shares an analysis of the benchmarks and performance data we expect to deliver based on previous experience.

12. RISK MANAGEMENT

We have identified a number of key risks to our business. We have made provision to mitigate these risks as detailed below:

Market demand: we are still experiencing the disruptive effect of COVID 19 and associated lockdowns. The resulting increase in number of young people without qualifications has placed a growing strain on our services. To mitigate this, we will continue to evaluate the staffing requirement to meet this demand and we will evolve our service delivery as required.

Down turn in work/work experience: the positive increase in expenditure on home improvements during the COVID period has experienced some retrace. We've mitigated this risk by planning to target a mixture of customers (residential, commercial and community). This should ensure we can still grow our income generation despite the dismal economic outlook predicted over the next 3 years.

Birmingham City Council's spending freeze: the City Council's block on spending is both an opportunity and a threat. Any cuts in funding can have a financial impact both on our charity and the young people we support. However, we aim to highlight our cost advantage to the council in providing essential maintenance in local Parks that will reduce their overhead and fulfil their duty of care to the community. Lobbying this initiative is a priority for Growth Path in 2024.

Loss of staff and difficulties recruiting staff: As a small charity, the loss or change of staff is a serious problem as it takes a long time to replace the niche skills we require. We will mitigate this risk by looking after staff, including generous holiday packages, showing appreciation for their hard work and offering training where appropriate. By investing in Trainees, we could potentially have our own "home grown" staff in the future, although it must be noted that this is a long term goal and cannot be achieved overnight.

13. APPENDICIES

- APPENDIX A - Charity values
- APPENDIX B - List of trustees
- APPENDIX C – Key activities
- APPENDIX D - List of active and potential partnership
- APPENDIX E - Current ambassadors
- APPENDIX F - Financial forecast
- APPENDIX G – Performance data

APPENDIX A - CHARITY VALUES

Integrity:

We do what we say we'll do. We will deliver high quality, appropriate, genuinely useful services to individuals to provide them with support to succeed in employment and training. We have high ethical standards, particularly regarding, Safeguarding, Health and Safety, Diversity and Inclusion.

Transformative:

We transform young people's lives. We provide a stepping stone for those most excluded from society to realise their potential and take steps towards succeeding in employment. We empower young people to break the cycle of poverty by ensuring they're independently capable of supporting themselves. We also transform clients spaces through our gardening and landscaping services.

Unity:

Our staff work collaboratively, sharing information and experience, to ensure we are nimble to respond to the needs of young people, our community and stakeholders We collaborate with everyone involved in a young person's life to ensure a joined up approach to supporting them on their journey. We are open to partnership working that strengthens our offer to young people and improves our ability to generate income.

Ambitious:

We are ambitious for our young people. Although they may have "failed" in education, employment or training previously and juggle chaotic lives, we our ambitious for them to break this cycle and become independent, resilient and useful members of society, leading fulfilling lives. We are ambitious in seeking out partnerships that expand our work, make us more financially independent and help us reach more young people who need our services.

Humanity:

We are non-judgmental and support young people holistically to ensure they can deal with all the barriers they face to succeeding in training or employment. Our approach is person centered and compassionate; we accept that people make mistakes and support those trying to improve.

APPENDIX B – LIST OF TRUSTEES

Denise Peach, Chairperson, is the founder of SCT Training in Sutton Coldfield and sits on the Board of several local charities including Litchfield Garrick Theatre and Birmingham Community Matters.

Ryan Singh, Deputy Chair currently serves as HR Advisor for a market leading company, and HR Director and Company Secretary for the first successful Community Interest Company based in an educational setting – Cattleya CIC. Cattleya CIC develops young people's entrepreneurial skills by providing them with experience to work in a real business. In these roles he leads on recruitment, people and organisational development, administration, law and governance.

Sue Byrne has lived in Kingstanding all her life and supports local Sutton Coldfield Town FC. She works in the fields of Banking, finance, debt collection and financial distress. She became involved with KRT through local community projects because she wants to help local people empower themselves to have a better life. She's supported the charity by overseeing some of the financial processes and assisting the board on assessing projects to support financially. She has Financial Access.

Alastair Cook is a portfolio Commercial Director with over 20 years experience in global and SME businesses. In addition to his commercial responsibilities, Alastair has held a number of voluntary positions, working with charities in both learning disability and business education for young people. Alastair has a particular interest in developing business performance and is enthusiastic to help Growth Path reach higher, more ambitious goals so it can deliver greater impact in its work with the community.

Ryan Singh currently serves as HR Advisor for a market leading company, and HR Director and Company Secretary for the first successful Community Interest Company based in an educational setting – Cattleya CIC. Cattleya CIC develops young people's entrepreneurial skills by providing them with experience to work in a real business. In these roles he leads on recruitment, people and organisational development, administration, law and governance.

Shani Ellis is a retired Marketing professional. She joined Growth Path in January 2024 and is particularly interested in supporting the charity through its rebranding process.

Jane Jones is a Labour Councillor for Stockland Green.

APPENDIX C – KEY ACTIVITIES

There are a number of specific objectives for 2024 that will drive the charity's activities:

Marketing:

- Launch our rebrand – new website, new uniform, new van signage, PR and marketing collateral. (May 2024)
- Improve our marketing particularly our social media, through our partnership with our new Digital Partner – Digital Panda. (May 2024)
- Collect Testimonials from clients and use them in marketing. (July 24)

Staff:

- Strengthening our staff team (July 24 – IAG Officer and Landscaper)
- Recruit 2 new Trustees – specifically 1 with connections in the Construction industry. (December 2024)

Service delivery:

- Recruit 4 additional Trainees to our "Learn as you Earn" programme.
- Build relationships with referral routes to increase the number and diversity of young people, specifically focusing on an increase in females on the course and young people from Bangladeshi, Pakistani and Black communities.
- Trial resilience training for with young people.
- 60 young people will complete our introduction To Construction course.
- 40 young people will exit NEET status.

Management:

- Streamline impact reporting and ensure data is collected regularly.

Commercial:

- Developed our network amongst potential commercial clients, targeted local businesses and engaged with bidding for contracts (with advice from Maximus UK)
- Increase residential clients by an additional 25 clients, particularly those with larger projects.
- Increase commercial clients – 15 commercial clients requiring regular work, 5 additional this year.
- Create a plan for campaigning to do works in Brookvale Park.
- Increase the number of individual residential clients from 199 last year to 225 this year.

Financial:

- Explore new funding opportunities and secure funding for new projects.
- Chase the council for a Lease.
- Work with a variety of Freelance fundraisers to research and apply to CABWI and other new funding opportunities.
- Try to renew our relationship with some current funders e.g. Children In Need, Grimmit, Davenports, Thomas Wall, Grantham Yorke, Awards For All.
- Research for mental wellbeing funders for resilience training, organizational development posts and building improvements can be undertaken by CEO.

APPENDIX D - CURRENT AND DEVELOPING PARTNERSHIPS

We will continue to work closely with DWP, Change Grow Live, Job Centres, Schools, Housing Associations, Housing Officers, Birmingham Children's Trust, probation services and other local charities to reach the young people who need our support.

We'll further develop our working relationship with Nova Training, Juniper Training, Salutem and other training and apprenticeship providers to ensure NEET young people can transition smoothly into the most appropriate training for them and to support us developing our own Traineeships.

We will work with DWP to consider the potential for offering employability training to refugees interested in working in the Construction industry. This is a new venture for us and will require careful consideration to ensure it is something that would fit with our aims and is within our abilities to provide the right service.

We'll continue to build on our successful relationship with Birmingham's Employment Access Team to quickly find work for young people exiting our program.

PROPOSED PARTNERSHIPS

We will develop our network amongst the construction industry to find further job opportunities for Growth Path Services and employment for young people. We will join Birmingham Chamber of Commerce and strategically used construction contacts to widen our network.

We will work with Maximus to increase visibility of our course and find more work experience opportunities for young people.

We will actively pursue partnerships with HS2, Equaans, WSP, Arup and other construction and consultancy firms working in the Birmingham area to gain work experience opportunities for young people and find employment opportunities for young people. A piece of work looking into the best routes forward to cultivate these partnerships is being considered as part of our Pilotlight program.

We will actively pursue partnerships with local community groups, offering fundraising support to win bids that provide work experience for our young people and improve the local area for residents.

Future partnerships are being sought with McDonalds Restaurants through their relationship with Children In Need. We hope this may offer some employment routes for those not interested or best suited to working in construction.

APPENDIX E - AMBASSADORS

We are grateful of the support from the following Ambassadors

LUKE

We are thrilled that LUKE is confirmed as the Clothing Ambassador for Growth Path. LUKE have kindly agreed to provide all the work clothing for staff and young people for Growth Path's first year. LUKE are a particularly good fit for Growth Path. The brand draws strong influences from the tough elements of it's native Birmingham. Foundry worker meets fashionista, Luke's taste envelopes all. Luke's ethos is to put a fashionable twist on any men's garment but without ever over designing to retain a cool, masculine look. The brand offers an exclusive look for an inclusive country, the United Kingdom of Luke.

Growth Path are thrilled that LUKE are providing clothing for its staff and young people. Having such an aspirational brand dress our teams will support Growth Path in its mission to raise aspirations and build the confidence of young people. The success story of LUKE's locally born, founding team are further inspiration for our young people as they strive to develop their skills and succeed in employment in Birmingham. Developing aspiration and confidence are a vital part of the journey to success for these young people. Once they feel they can succeed, they're on the right path to become independently capable of supporting themselves financially throughout their lives.

DIGITAL PANDA

A website that communicates the success stories and services provided to our myriad of stakeholders, is a vital tool for any charity but especially when we're re-branding. Digital Panda have joined us as Digital Ambassadors for Growth Path. As a local company, they were impressed by the contribution Growth Path makes to local young people and offered to heavily reduce their fees on web design and social media content support. We can't wait to see what we can create together and to launch our new brand to our service users, customers and supporters.

APPENDIX F - FINANCIAL FORECAST

Forecast for next 3 years

Update January 2024

Expense		23/24		24/25		25/26		26/27
Salaries			£	225,000	£	225,000	£	230,000
Charitable Activity								
Volunteer/Beneficiary costs			£	6,000	£	6,000	£	6,000
Training costs			£	10,000	£	10,000	£	10,000
Travel			£	10,000	£	12,000	£	14,000
Office costs and overhead			£	82,500	£	83,000	£	85,000
Equipment and Tools			£	42,000	£	60,000	£	75,000
Marketing			£	12,000	£	6,000	£	10,000
Evaluation			£	-	£	3,000	£	-
Fundraising			£	8,000	£	20,000	£	15,000
Moved to savings			£	-	£	-	£	-
Total	**£**	**388,003**	**£**	**395,500**	**£**	**425,000**	**£**	**445,000**

Income		23/24		24/25		25/26		26/27
The National Lottery			£	223,617	£	223,617	£	-
Henry Smith Charity			£	60,000	£	60,000	£	-
Children In Need			£	-	£	-	£	-
Pilotlight			£	-	£	-	£	-
Earnt income			£	55,000	£	70,000	£	80,000
Fundraising target			£	80,000	£	100,000	£	300,000
Cash in bank on 1st April			£	136,500	£	159,617	£	188,234
Total	**£**	**524,496**	**£**	**555,117**	**£**	**613,234**	**£**	**568,234**
Total confirmed			£	420,117	£	443,234	£	188,234
Cash in bank at 31st Marcl	£	136,500	£	159,617	£	188,234	£	123,234

APPENDIX G – PERFORMANCE MONITORING

- 100% of young people will improve their abilities and confidence to look for and apply for work independently, as evaluated by Work Star (Outcome Star).
- 90% will improve their personal sense of wellbeing, their aspirations and sense of hope for their future as evaluated by WEBWEMS and 121 meetings.
- 90% will have an up-to-date CV
- 90% will complete a minimum of 3 weeks work experience.
- 100% of those who complete work experience will be provided with a reference from KRT to help them succeed in securing work.
- 90% will understand how to apply for work and have already joined employment agencies or applied for Traineeships and Apprenticeships before they complete our course.
- 90% will have received Information, Advice and Guidance to help them identify the best next steps for them as an individual, including identifying potential training opportunities and employment opportunities.
- 30% of young people will be signposted to specialist agencies for support with issues they face concerning housing, debt, counselling.
- 90% will achieve an entry level qualifications suitable to gain employment in the construction industry including, Health and Safety Level 1 for Site Safety, CITB CSCS exam pass (required to gain their CSCS Green card, certificates in Manual Handling, Asbestos Awareness, Hazardous Substances, Working at Height