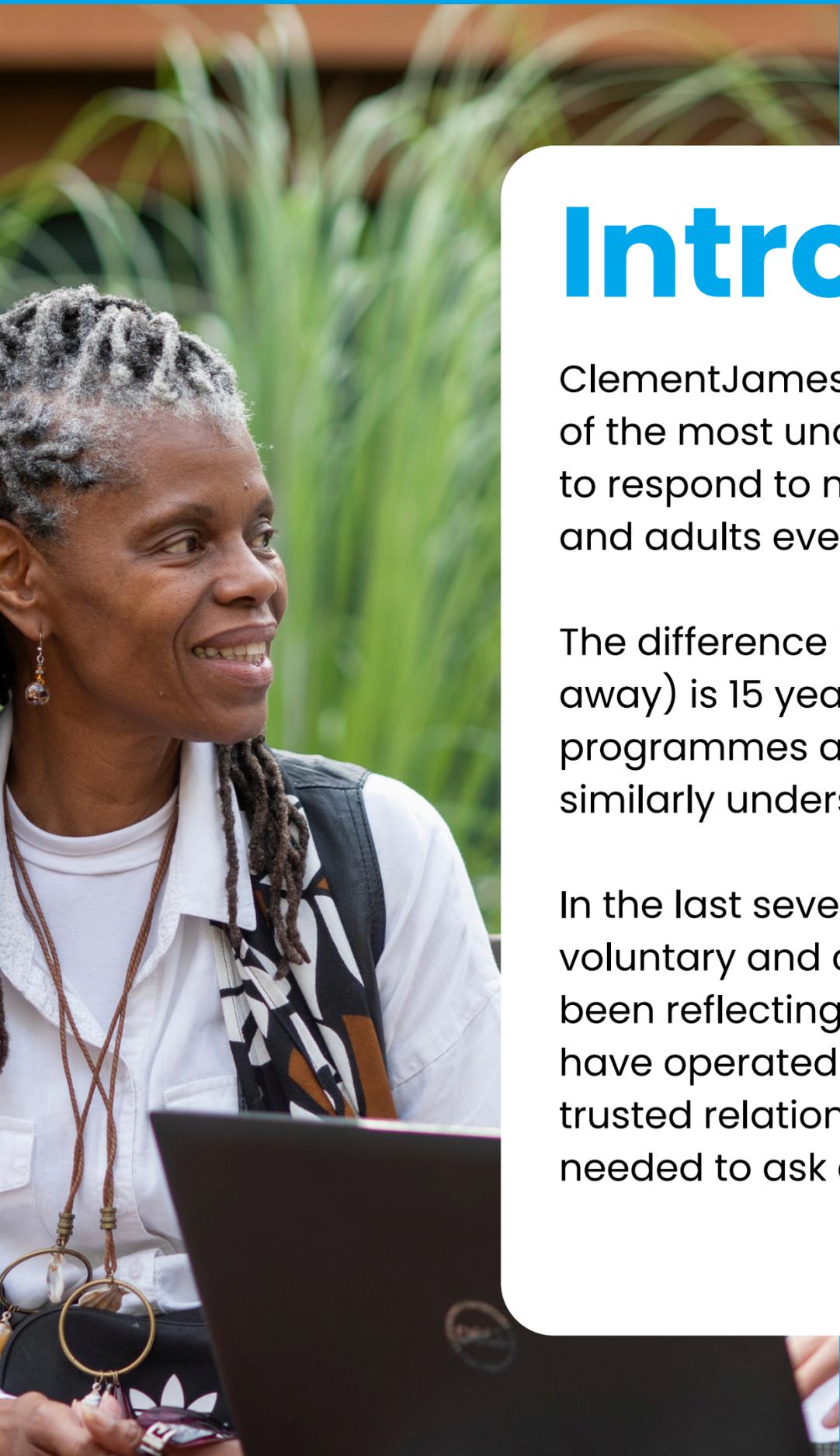


ClementJames 2025 – 2030 Strategic Plan

Equipping The
Community For
Success





Introduction

ClementJames was founded in 1981 to provide targeted support to young people in Notting Dale, one of the most underserved wards in London. Over the last 43 years our provision has grown organically to respond to needs of young people and their families and we now support over 2500 young people and adults every year through education, employment, wellbeing and advice and guidance support.

The difference in life expectancy between women in Notting Dale and Holland Park (which is 0.3 miles away) is 15 years, highlighting the considerable level of inequality in North Kensington. Our programmes are targeted at people in this area, but we also serve young people and adults in similarly underserved areas in West London.

In the last seven years, the voluntary and community sector and in particular the North Kensington voluntary and community sector has changed profoundly. Against this backdrop, ClementJames has been reflecting on how we can respond and continue to be an essential community resource. We have operated in a period of frequent and immediate adaptation, which has enabled us to maintain trusted relationships with our clients and stakeholders, but a period of review was essential. We needed to ask and answer the big questions about our purpose and direction.



Looking To The Future

Our plan outlines the ambitions of ClementJames over the next 5 years, to be an exemplar of high quality and targeted support to people in the local community. We aim to build on the organisation's strong reputation and use our local knowledge and insight to have deeper and more meaningful impact for our clients, through greater needs assessment, quality control and stronger collaboration with beneficiaries. We also recognise that through stronger external partnerships we can not only improve the way we work, but also have a positive effect on the wider voluntary and community sectors. We will continue to be a localised organisation working with the most underserved people in our community, but we also want to work with like-minded organisations to extend our impact.

Issues Driving our strategy

Informed Practice: The effects of the Black Lives Matter movement and the Grenfell tragedy have challenged ClementJames to adapt services, be more trauma-informed and ensure that we have a more collaborative approach with our clients.

Consideration: There have been unprecedented challenges for our staff who are providing services in a more demanding environment. We will need to provide more support to upskill and develop them whilst also ensuring they prioritise a healthy work-life balance.

Planning for the Future: The Centre has been a safe and welcoming space for decades, and it is essential that the physical space adapts to meet our evolving needs.

Relationships: The wider community can only thrive through the collaboration of the voluntary and community sector. ClementJames is well placed to be an exemplar of this and make genuine and meaningful change



ClementJames: Purpose, Vision, Values

Our Vision is of a community achieving it's potential because everyone gets the opportunity to achieve their ambitions. We work towards this by supporting young people, adults and families by providing high-quality services that meet individual needs. The Values below guide our actions, and our aim of '**EQUIP**ping the community for success'



Enable:

we help people find the resources and achieve the independence they need for long-term solutions.



Quality:

we are committed to providing the best environment for our staff to flourish so we can provide the best possible services to the community.



Understanding:

we value the experience of every person in the community and our work is based on our understanding of the community's priorities.



Improvement:

we analyse what works and we learn from mistakes.



Partnership:

we work collaboratively with individuals and organisations to achieve shared goals.



How Will We Achieve Our Ambitions?

We will achieve our vision by offering impactful programmes driven by needs and focused on building skills. We prioritise a compassionate, trauma-informed approach with a focus on delivering high quality programmes. We also aim to provide spaces for our beneficiaries to make meaningful contributions to their community.

Furthermore, we aim to have a positive impact on the wider voluntary and community sectors. Our strong reputation and range of services puts us in a favourable position to create meaningful relationships with:

- organisations providing specialist services that complement our programmes
- schools, alternative provisions and youth services
- health services and social prescribers
- organisations providing progression opportunities for our beneficiaries

The Theory of Change diagram on the next page illustrates how our activities will help to achieve short and long term incomes, enabling us to achieve our greater vision.





Theory of Change – An Illustration of Impact

Vision: A community achieving its potential because everyone gets the opportunity to achieve their ambitions

Direct support provided to clients

Working with partners

Long-term outcomes

Clients have increased knowledge and skills and improved wellbeing

Clients are part of a network of support within the community

A voluntary sector/community sector working in unison

Medium-term outcomes

Clients have an increased awareness of how to respond to practical and emotional challenges

Clients have built trusted relationships within the community

Strong information sharing and partnerships within civil society

Activities

Programmes offering personalised information and support helping them to fulfill potential

Programmes promoting collaboration and shared learning, which acknowledge barriers

Co-producing programmes with like-minded orgs, and encouraging shared learning across the voluntary sector.



Programmes Working With Young People

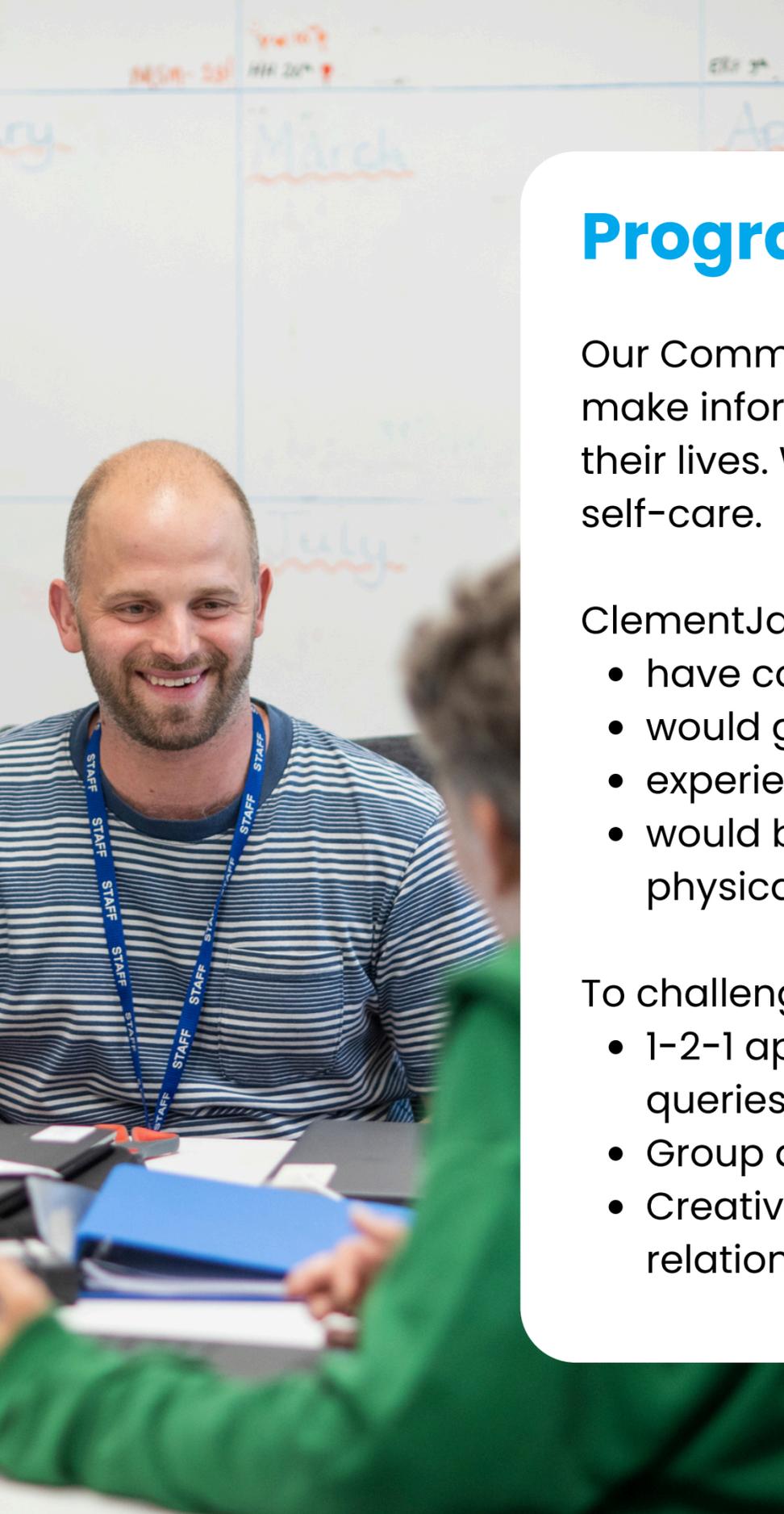
Every year, ClementJames supports over 1500 young people in the local community. We work with schools, alternative provisions, community organisations and the local authority's children's services and aim to build aspirations, academic progression and positive attitudes to learning

We provide targeted programmes to individuals who:

- are at risk of school exclusion
- have special educational needs and have adverse childhood experiences
- are academically behind their peers
- have challenges with forming positive relationships with peers and people in authority
- have been identified by local schools and could benefit from additional enrichment

To challenge these issues we provide the following:

- safe, welcoming spaces for young people to complete homework with support from trained staff
- programmes building aspirations, and introducing them to different careers, further education and training opportunities
- targeted academic support building literacy and numeracy skills
- mentoring sessions helping people identify goals
- counselling sessions helping young people work through personal issues
- support and advocacy for young people at risk of exclusion and their families
- shared learning with organisations and practitioners supporting young people at risk of exclusion



Programmes Working With Adults – Advice and Support

Our Community Support strand aims to provide bespoke information and guidance to help people make informed decisions about housing, managing finances, benefits and other challenges affecting their lives. We also aim to provide people with self-help strategies and highlight the importance of self-care.

ClementJames programmes are targeted at individuals who:

- have considerable financial challenges and restrictions
- would greatly benefit from accessing financial support including benefits and grants
- experience isolation and lack networks to socialise, share challenges and learn
- would benefit from increased knowledge and/or appreciation of the importance of prioritising physical, mental and emotional health

To challenge these issues we provide the following:

- 1-2-1 appointments and workshops helping people to deal with issues including welfare benefit queries, debt advice, resolving housing issues and applying for grants.
- Group activities building confidence and communication skills
- Creative programmes encouraging people to focus on self-care and build meaningful relationships and positive networks



Programmes Supporting Adults – Skills and Development

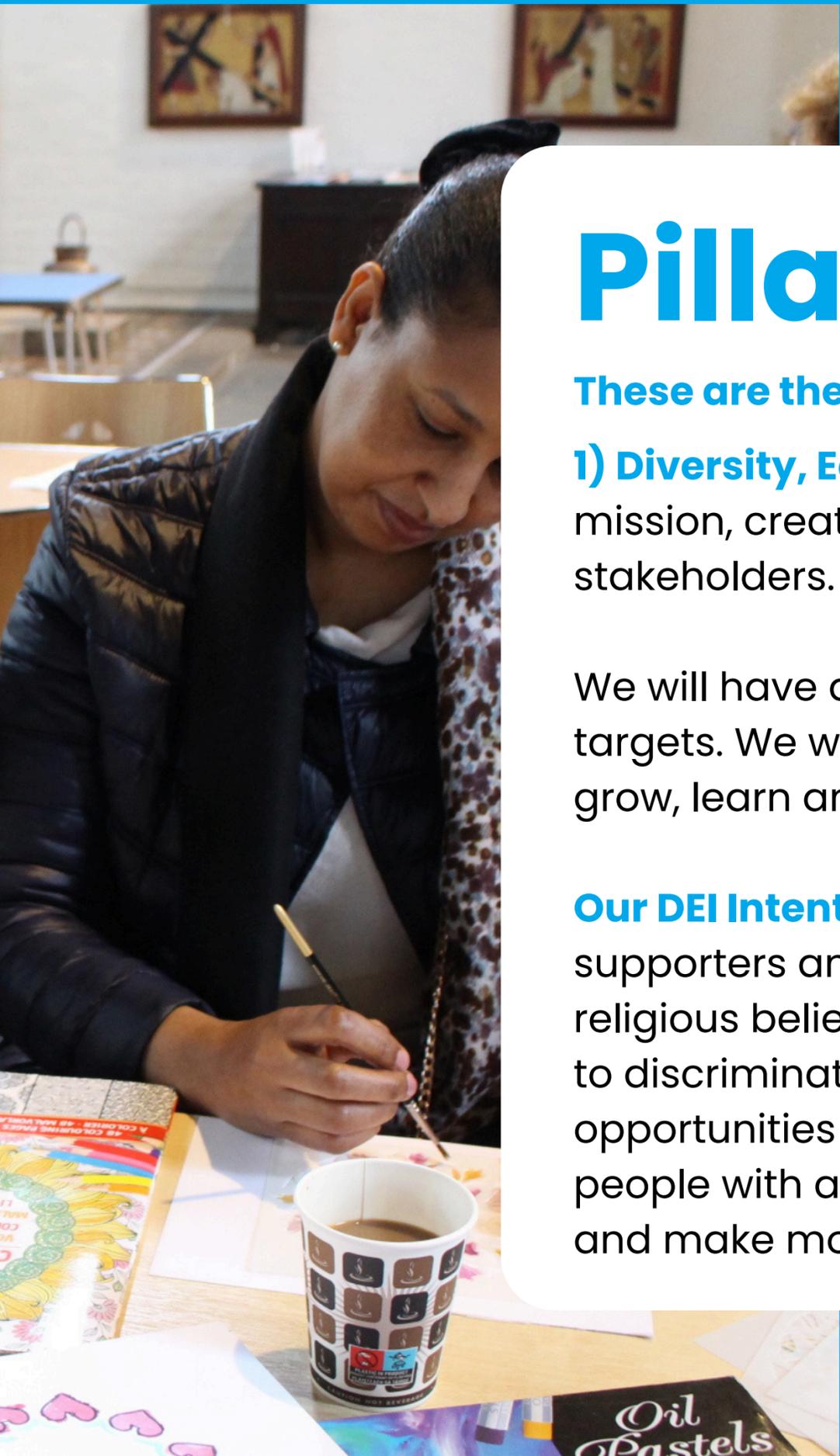
Our Skills and Development strand aims to support people to make meaningful personal development. This includes progressing in employment and education.

ClementJames programmes are targeted at individuals who:

- have language barriers
- are digitally excluded or vulnerable because of a lack of skills and access
- do not have the knowledge or support to achieve employment, training and wider personal development ambitions
- face significant challenges to achieving their ambitions

To challenge these issues we provide the following:

- Programmes to improve people's capacity to engage meaningfully in their community
- Intensive 1-2-1 employment support, helping people identify and achieve goals
- Workshops to improve interview skills



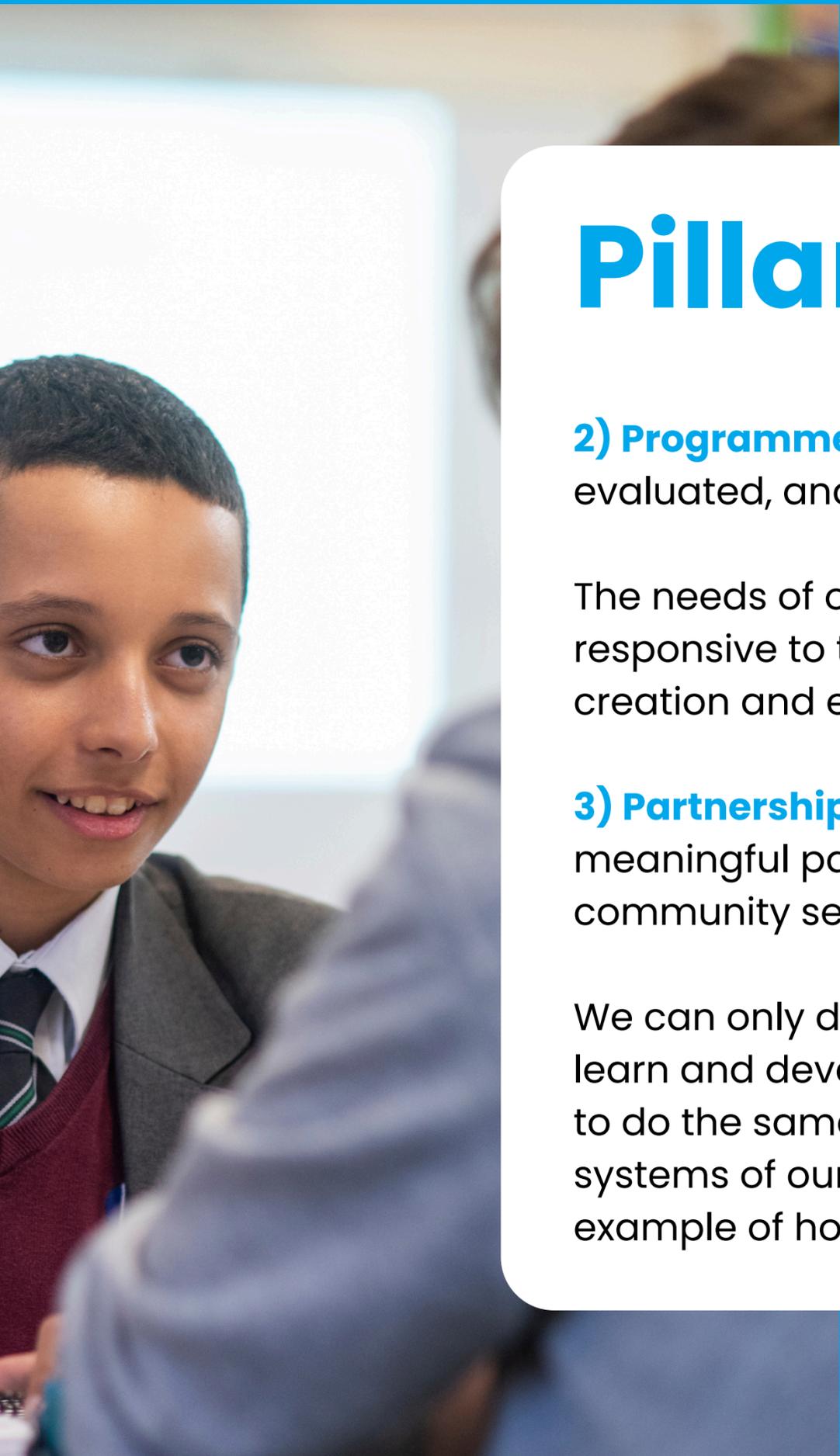
Pillars for Development

These are the 6 key areas that we will focus on over the next five years to achieve our goals

1) Diversity, Equality and Inclusion (DEI) – We want DEI to be a fundamental part of our mission, creating a culture that is inclusive and supportive to our staff, clients and stakeholders.

We will have a clear and accessible DEI strategy with areas of responsibility, actions and targets. We will ensure that there is scope for this strategy to be updated, as we continue to grow, learn and develop.

Our DEI Intentions – ClementJames is committed to treating all staff, volunteers, clients, supporters and the wider the community fairly, regardless of ethnic origin, sexual orientation, religious belief, background, location, age, ability or other factors which sometimes give rise to discrimination. Some groups and communities face inequalities and injustices in the way opportunities and resources are shared in society. If we address these barriers and include people with a diverse range of lived and learned experiences, we know our work will be richer and make more of a difference.



Pillars for Development (cont)

2) Programme Development - Ensuring that Programmes are needs-driven, appropriately evaluated, and created with the involvement of clients.

The needs of our clients and people in the community will continuously evolve, and we need to be responsive to this. Additionally, we need to ensure that clients are meaningfully involved in the creation and evaluation of programmes.

3) Partnerships and Supporting the Wider Voluntary Sector - Ensuring that ClementJames builds meaningful partnerships to improve our services and also improve the wider voluntary and community sectors.

We can only do so much in isolation, and we need to work with like-minded organisations to both learn and develop the ways that we can improve our provision and also assist and aid our partners to do the same. Ultimately, this will build capacity in the voluntary sector and improve the ecosystems of our clients, whilst also building the profile of ClementJames. The next page gives an example of how our partnerships have had a wide and reaching impact in the community.

Case Study: Partnership in Action

Working in partnership with local organisations allows for collaboration and integrating resources to ensure a network of safe spaces for the community to access are created. As one of the most well known organisations in North Kensington, we have played a vital role in helping like-minded organisations achieve their ambitions.

In 2017, AllChild (previously known as West London Zone) expanded its services to North Kensington. AllChild supports communities in underserved neighbourhoods across the UK to help children and young people flourish. They do this through co-designing tailored programmes with local services and one of the organisations they first worked with was ClementJames.

"Working with organisations like the Clement James Centre is pivotal to our values, ways of working and collective model. The Clement James Centre represents an open and safe space for residents in the community through offering advice, guidance, courses, classes and programmes. Over the years we've been able to harness the team's in-depth knowledge of the local area, and our knowledge of the young people we work with, to create programmes that keep meeting local need. Mainly partnering on after school tuition programmes, we're currently exploring how we could extend the partnership to the care-givers in a child's life and expand the impact they're having".

Kate Welsh, Communities Director, All Child





Pillars for Development (cont)

4) Financial Integrity and Income Generation – Ensuring that we have effective fundraising strategies and suitable systems to maintain robust finances.

As our fundraising requirements and budget increases, it is essential that we build meaningful relationships with individuals and organisations who provide more substantive and longer term contributions. We do not just want our stakeholders to support us, we want them to invest in our future.

5) People, Practices and Policies – Ensuring we have appropriate policies and practices to respond to challenges and issues that impacting the necessary retention and development of staff and safety of clients

We want to ensure that staff understand policies and responsibilities commensurate to their position and are meaningfully supported to thrive in work.

Pillars for Development (cont)

6) Better Space for Better Work – Ensuring that staff and clients feel comfortable and included

In order for us to achieve excellent outcomes for our clients and provide a trauma-informed and safe space, we need to invest in our physical space. Going forward, we will have a commitment to ensuring that:

- our space is more accessible to people with physical disabilities who may be at greater risk of being marginalised and excluded from provision.
- we fulfil our commitment to being trauma-informed, by delivering our activities in spaces that recognise how certain environments can be detrimental, and are suitably confidential.
- we have spaces that clients feel like they can be in without necessarily taking part in a structured activity or appointment.
- rooms are designed with consideration for the primary users of that space.
- we have rooms that foster a sense of collaboration.



An architectural rendering of a modern, multi-story brick building. The building features a prominent covered walkway with a dark metal frame and a green roof. Several people are shown walking along the path, and a bicycle is parked nearby. The sky is overcast, and the overall scene is bright and clear.

Expansion Plans

ClementJames has planning permission from the local authority and the foundation of a design from award winning architecture firm Freehaus to make substantive developments to the site. This includes a two storey annex which would provide additional functional rooms and a winter garden, a covered outdoor space that could be used for meetings and community gatherings in a non-confidential but welcoming space.

This expansion will not only change the way in which we interact with our clients, but also change the ways in which we engage with partners long into the future.

Tom Bell, Freehaus Founder

“The ClementJames project sits at the very core of our work. It represents years of dialogue, collaboration and development with the centre, the church and the local community. It is a wonderful example of the role sensitive architecture can play in delivering frontline services to those who need them most”.

