compass Children's Homes
compass EDUCATION
compass FOSTERING
compass COMMUNITY Therapeutic Services

compass COMMUNITY
Children's Services

ESG Impact Report: New Directions in Sustainability

1 April 2021 — 31 March 2022

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About Compass Community

Compass Community Children's Services

Compass Community is a leading provider of children's services across the UK. We exist to provide excellent support for children and young people requiring care, and to give a child a childhood filled with love, laughter, and learning. Through our fostering, residential, and educational placements, our child-centred approach empowers children and families to access a safe and fulfilling future. Attention to detail, outstanding therapeutic programmes, and specialist training for our carers and staff support our aim of improving the self-esteem, confidence, life chances, achievements, and placement stability of every young person in our care. We are proud to have received strong ratings and sector leading ratings from Ofsted across each of our services.

Our vision is to be the preferred children's services provider; renowned for an optimistic and pragmatic approach, believing that children thrive when provided with the optimal surroundings and support.

Compass Children's Homes

With 32 homes across the UK (as at 31 March 2022), our culture is based on family values: respect, caring, education, social and leisure pursuits, and good health. We offer children and young people a home where our highly capable teams provide substitute parenting for children and young people who experience a range of behavioural and emotional challenges. We help young people to reach developmental milestones they need for everyday life. This involves recognising each child and their specific needs to ensure we are providing the highest-quality care. Our residential services play a key role in providing safe and effective care and taking the right action at the right time to keep children safe. We also recognise the importance of investing in and retaining a strong workforce, offering high-quality training and frequent supervision, as well as specialist independent consultation. We are dedicated to safeguarding and we place the safety and security of children and young people at the centre of all that we do.

Children and young people in our homes participate in a wide range of sustainability-related activities, many of which are outlined in the Environmental and Social sections of this report.

Our vision is to be the preferred children's services provider; renowned for an optimistic and pragmatic approach, believing that children thrive when provided with the optimal surroundings and support.

Compass Education

Our aim is to provide bespoke education packages to help children and young people to achieve. We pride ourselves not only on offering high quality education, but on the outcomes and achievements of the children we teach. We work with students to develop self-belief and support them in learning how to be effective learners. Our schools work as part of therapeutic communities supporting children with various packages of education, therapy, and care as required, leading to hugely improved academic outcomes. On average, pupils make 200% more learning progress with Compass, compared to previous settings. In 2021, our 17 Year 11 students undertook 71 GCSEs. We are tremendously proud that our pupils have gained GCSE grades in science and maths which are higher than the national average.

Additionally, we believe that a strong educational foundation can have a positive environmental and social impact, setting young people up to lead lives of achievement and contribution to their communities. In addition to the 540 teaching hours per term focussed on sustainability, students were involved in 16 sustainability projects this year.

38% increase in school capacity

We work with 1,183 foster carers and 1,485 children and young people across England and Wales.

Compass Fostering

Potential, not perfection

Foster care is all about making sure that children and young people are provided with the best possible support from those around them. Today, more than 70,000 children in the UK are living with foster families. The Fostering Network estimates that a further 8,600 foster families are needed to ensure all fostered children can live with the right family who will bring out the best in them. Foster families should be as diverse as the children they care for and at Compass we look at everyone's potential to care for a child. We work with foster parents from a wide range of backgrounds, interests, and perspectives who want to provide secure, welcoming, nurturing homes that keep our children safe, meet their physical and personal needs, and promote educational and independent skills. In the Social section of this report we have included some examples of our foster carers who embody our 'potential, not perfection' approach in response to the national foster carer shortage.

We bring foster carers and social workers together to work towards the best outcome for each child in our care. We offer our foster carers excellent support, training, and pay, to enable them to provide the best possible care whilst building a rewarding career. The spirit of cooperation, together with a unique combination of knowledge, experience, and professional skills, dramatically increases the chances of a successful outcome for the young people and foster families we work with.

Compass Therapeutic Services

Every child must have access to specific and bespoke therapeutic interventions whenever a need arises. Therapeutic thinking and understanding are central to the ethos of Compass, which is why we do not simply provide therapy for the child but an ongoing wrap-around service to ensure they progress successfully on their therapeutic journey. Our multi-disciplinary therapy teams span across the Compass residential, education, and fostering services, offering a wide variety of therapies and assessments. The teams are specially selected to include a range of therapists, therapeutic coordinators, mental health workers, psychologists, and psychiatrists. Children can be seen individually or in groups, in homes or in their schools. The further benefit of our therapy service is that young people moving between residential and foster placements can maintain their therapeutic relationships. We also offer therapeutic support to Compass staff and foster carers as part of our health and wellbeing programme.

We have included several 'healing stories' in the Social section of this report, as examples of qualitative measures of success in our Therapeutic Services.

Therapeutic thinking and understanding are central to the ethos of Compass, which is why we do not simply provide therapy for the child but an on-going wrap-around service.

Our ESG Objectives: Setting the Course for the Future

JAMIE WRIGHT, CFO

Our staff and carers work tirelessly to ensure we fully engage and support our staff and carers in improving the lives of children.

A Message From Our ESG Chair

As we emerge from the shadow of the pandemic, it feels like a good time to celebrate wins. This will be our third successive year of reporting on our environmental, social, and governance (ESG) performance. In the past year, we have made good progress on our environmental targets, reducing both our energy emissions and the amount of waste we send to landfill against our baseline. We have nearly achieved 100% renewable electricity across the company, and we moved into a head office that produces more energy than it consumes. We have improved our data collection processes and continue to gain insight to enable positive, meaningful changes. At the same time, we are working to achieve our overall waste reduction target and our transport emissions reduction target. We are working with a specialist waste management company across most of our properties to better measure and manage the waste we produce. We piloted telematics on a sample of our company vehicles, leading to a fuel efficiency improvement of 10% and a better understanding of our vehicle mileage.

Measuring progress against targets is important, but we can't lose sight of the key driver behind our sustainability agenda: providing environmental stewardship so future generations can enjoy a good quality of life. The effects of climate change are being felt everywhere, and we need to do our part to slow global warming. Anticipating the UK Government's Net Zero 2050 target, Compass Community has undertaken an in-depth carbon footprint calculation across all our operations as well as our supply chain and developed our own set of targets and milestones to achieve Net Zero by 2045, five years ahead of the national target. These targets and milestones include a set of actions that require us to work together as a community, from our estates team managing energy and waste in an environmentally responsible way, to procurement selecting carbon aware suppliers, to our frontline staff whose task it is to work with young people to instil an ethos of environmental and social responsibility.

At Compass Community, our core work has always been to support positive social outcomes for children and young people, and in this year's report, we are proud to share with you some inspiring stories of emotional healing and development. These stories highlight our inclusive approach to fostering and the positive outcomes of our Therapeutic Services, now fully embedded as part of the care package we offer to children and young people. They also showcase some of the people who are driving forward our ESG initiatives and embedding this ethos into our company culture. As such, we have included several examples and case studies throughout this report that illustrate eco and community initiatives in our young people's homes, the benefits of our Therapeutic Services for young people, and the foster carers who are challenging perceptions about what makes an excellent carer. We have also included a section on the learning and development that takes place across the organisation, in addition to our young people's brilliant academic results.

Our latest staff survey confirmed that our staff are proud to work for Compass Community and feel a sense of pride about what they achieve in the workplace. This is reflected in their dedication and hard work, which is evident across all aspects of the services we provide.

Let's continue to build momentum as we embark on new directions in sustainability.

JAMIE WRIGHT, CFO

ESG Targets by March 2023

Reduce
GHGs across Scope 1, 2, and 3 by
3%

Reduce
gross tCO2e per employee by
3%

Reduce
average waste per home by
5%

Increase
recycling rate to
>50%

Train
>75%
of staff in sustainable practices

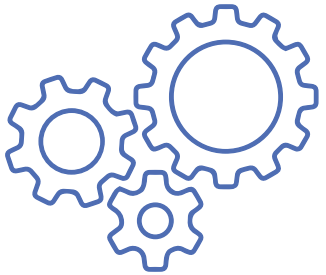
Achieve
>40%
staff survey response rate

Launch
2
additional Group and Regional Ambassadors Committed to Equality (GRACE) groups

Choose
2
charities to partner with and set fundraising targets

About Compass Community

We have set out our plan to achieve Net Zero by 2045



Safeguarding the Environment

This is our third year of achieving carbon neutral status. This year, we undertook a full Net Zero carbon analysis of Compass Community's operations across all areas of GHG* emissions. This has enabled us to develop a glidepath for achieving Net Zero by 2045, and to define new, more rigorous targets based on a wider understanding of our environmental impacts. For the coming year, we have set a target for absolute emissions reductions, as well as targets to reduce gross tCO_2e** per employee and to maintain our current energy consumption levels despite expected growth.

We were successful in achieving last year's energy reduction targets, reducing our consumption ahead of our target deadline. We are continuously moving our electricity to 100% renewable sources upon contract renewal. We also exceeded our target to reduce waste sent to landfill. To account for our continued growth, we have set a new waste target per property and will work with our services and our waste partners to increase our recycling rates.

*Greenhouse gas (GHG). **Tonnes of carbon dioxide equivalent (tCO_2e)

Our Social Mission

Compass Community have the support of others at the heart of everything we do, and we extend this support beyond the children in our care. Now that our operations have nearly returned to normal following changes introduced during COVID-19, we are once again able to undertake our face-to-face teambuilding and fundraising activities.

To structure and formalise our community engagement efforts, we decided to partner with two charities. This will enable us to set goals for fundraising and focus our efforts as an organisation, to have an even bigger positive impact. In addition to the fantastic work of our first diversity and inclusion GRACE group, we have also set ourselves the target of launching two more themed GRACE groups this year. While 100% of staff received access to various online training within the ESG space, in line with our target, this year we would like to formalise this process and ensure that the training is directed at our two areas of environmental focus: reducing our waste and our carbon emissions. As such, we have set the objective for 75% of our staff to receive training in one of these two areas, either through external or peer learning.

Good Governance

Our experienced Board leads the delivery of our overall corporate strategy. Our governance structure provides a platform for the organisation and its stakeholders to ensure the effective, accurate and legally compliant delivery of services. The performance of our business objectives is managed and benchmarked using key performance indicators to measure effectiveness and evaluate success.

We use this data to drive and improve the company's operations by monitoring areas of success and areas for improvement and implementing plans accordingly so we can clearly evidence how we are meeting the needs of our young people, carers, staff, and stakeholders. All Compass services are represented at the overarching Operations Board which meets monthly to review the organisation's strategic approach and development of the services it provides. Our ESG Committee leads our ESG agenda and monitors delivery of our environmental and social targets.

Supporting the United Nations Sustainable Development Goals

Developed by the United Nations (UN), the Sustainable Development Goals (SDGs) are 17 overarching goals that provide a global framework for peace and prosperity in consideration of the environment. To support the UN SDG framework, we have selected six SDGs that align with our vision and values. In line with our last two years of reporting on our ESG impacts, we have highlighted our related actions and commitments alongside each chosen SDG to demonstrate how we are contributing to each goal.

UN SDGs	**End poverty in all its forms everywhere**	**Ensure healthy lives and promote well-being for all at all ages**	**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	**Ensure access to affordable, reliable, sustainable and modern energy for all**	**Reduce inequality within and among countries**	**Take urgent action to combat climate change and its impacts**
UN TARGETS	**1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions **1.3** Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	**3.5** Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	**4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes **4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship	**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix	**10.2** By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status	**13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
OUR CONTRIBUTION	At 31 March 2022, we provided 1,606 vulnerable children and young people with a safe, stable, and caring home, including 121 in our residences and 1,485 placed with trained foster carers	We work against specific challenges, safeguarding children from all forms of abuse, instilling emotional resilience through our learning and experiential programmes and therapeutic support Last year, we brought large parts of our Therapeutic Services in-house, meaning the children and young people in our care receive a more integrated service. We also offer therapy support to our staff We offer health and wellbeing programmes to our staff, and this year we introduced mental health ambassador and mental health first aider training and support across the organisation	Over the year to March 2022, our schools provided tailored education for 155 children with unique support requirements. On average, pupils make 200% more learning progress with us, compared to previous settings. Our pupils have gained GCSE grades in science and mathematics that are higher than the national average We have an extensive programme of training and development for our staff and foster carers and offer qualifications, including for social work	We have nearly completed our move to 100% renewable electricity across our sites Our head office has an energy performance certificate (EPC) rating of A+ and produces more solar energy than it uses	Staff and young people in our services contribute to their local communities through fundraising, volunteering, and participating in local initiatives	We undertook a detailed Net Zero reporting exercise including targets to achieve Net Zero by 2045 For the third year in a row, we have achieved carbon neutral status through implementing emissions reduction measures and offsetting our residual emissions

Our Journey to Net Zero

Safeguarding the Environment

The impacts of climate change can be felt everywhere, and individuals and companies must do all we can to reduce carbon emissions, the leading cause of climate change. Compass Community is working alongside other UK organisations to achieve the UK Government's target of zero net emissions by 2050. Net Zero includes all greenhouse gas (GHG) emissions a company emits (Scope 1, 2, and all relevant categories from Scope 3) and is expressed as tonnes of carbon dioxide equivalent (tCO_2e). Achieving Net Zero as a company means we must drive down our GHG emissions as far as possible and offset any residual emissions that cannot be eliminated. A company can only achieve Net Zero with offsetting if carbon removal / sequestration (rather than carbon avoidance) projects are used to offset.

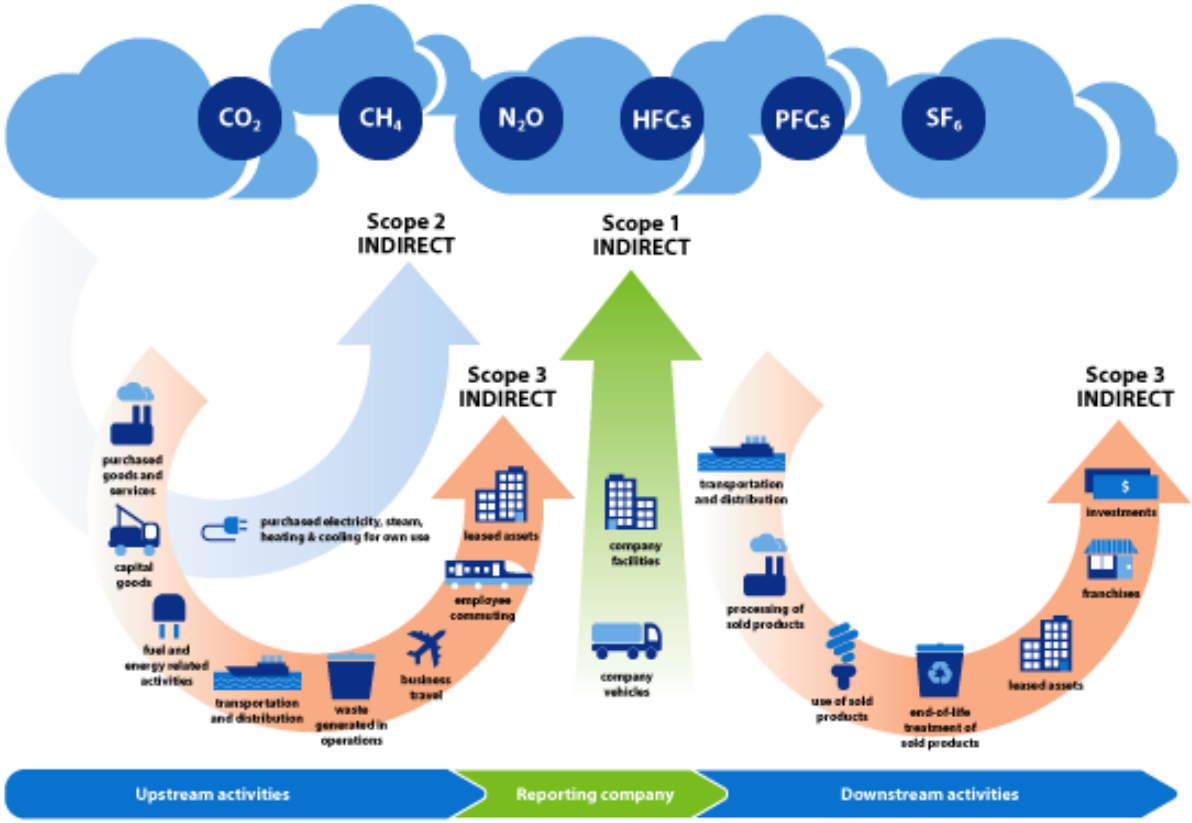
We have a detailed and continually evolving carbon emissions reduction programme in place across Scope 1, 2, and 3. However, we have some residual carbon emissions that we are not able to eliminate through our reduction activities each year. As we work towards our Net Zero future, Compass Community has been carbon neutral for the past three years. Carbon neutral refers to offsetting emissions from Scope 1 and 2 (Scope 3 optional), with the choice of carbon avoidance or carbon removal projects. We have supported independently verified global offsetting projects (both carbon removal and carbon avoidance) which also contribute to our UN SDG alignment. We will retain our carbon-neutral status while we reduce our emissions and work towards achieving Net Zero.

2022 will be set as our Net Zero baseline and we are committed to achieving the following:

- **70% reduction in our overall emissions by 2040**
- **83% reduction in total emissions by 2045 and offset all remaining emissions to achieve Net Zero**
- **In line with the past two years, we will continue to offset our Scope 1 and 2 emissions each year while working to reduce them through technological and behavioural changes, retaining our carbon-neutral status. These offsets will be verified by global bodies such as Verra and / or Gold Standard to ensure the claimed carbon offsets are validated**

Action	Status
Appoint an external specialist carbon consultancy to advise Compass Community on this journey. Our external carbon adviser will collate and verify data through to calculating the carbon emissions and advising on carbon reduction options.	**Complete**
Set the base year (April 2021 – March 2022) and calculate the carbon footprint in line with the GHG Protocol for the base year: a) Scope 1: Transport and stationary combustion (gas) b) Scope 2: Electricity c) Scope 3: Selected upstream and downstream categories based on materiality	**Complete**
Set our Net Zero target date.	**Complete**
Create and implement a carbon reduction plan for each Scope and category.	**In progress**
Update our carbon footprint data annually.	**Ongoing**

Our Journey to Net Zero



Baseline Emissions Footprint

Baseline emissions are a record of the GHGs that have been produced in the past, prior to the introduction of strategies to reduce emissions. Baseline emissions are the reference point against which emissions reductions can be measured. Although we have been implementing carbon reduction measures for several years, Compass Community has now formally chosen our financial year April 2021 – March 2022 as our baseline year. This is for two reasons: 1) although this is our third year of collecting data about our carbon footprint and taking action to reduce it, it is the first year we have undertaken an extensive Net Zero calculation including multiple categories of Scope 3 emissions; and 2) although still not perfect, we believe our data, especially our owned and leased vehicle transport and our gas consumption data, is significantly more accurate this year than in previous years. The full method for our Net Zero calculations can be found as an annexe to this report.

We are strengthening our environmental datasets

Our Journey to Net Zero

Compass Community's baseline carbon emissions footprint is as follows:

Scope	Category	Item	tCO_2e	% of footprint
1	Stationary combustion/fuel (gas)	Gas consumed	189.14	3.2%
1	Transport	Owned and leased vehicles	704.18	11.7%
2	Electricity	Purchased electricity, steam, heating and cooling for own use	133.91	2.2%
3-1	Purchased goods and services	Goods and services	3,483.76	58%
3-3	Fuel and energy-related activities	Well-to-tank (WTT) and transmission and distribution losses (T&D) from electricity, gas, transport, business travel, and employee commuting	512.86	8.5%
3-3	Stationary combustion/fuel (gas)	Gas consumed	189.14	3.2%
3-4	Upstream transportation and distribution	Transportation and distribution of products purchased	34.84	0.6%
3-6	Business travel	Land and air travel, and overnight stays in hotels for business purposes	187.92	3.1%
3-7	Employee commuting	Employees commuting to and from work	751.06	12.5%
	TOTAL GROSS EMISSIONS		6,001.83	
	Less carbon offsets		(1,030)	
	Less renewable electricity		(183.71)	
	TOTAL NET EMISSIONS		4,788.12	

GROSS INTENSITY RATIO	
Gross tCO_2e per employee	7.42

Our Journey to Net Zero

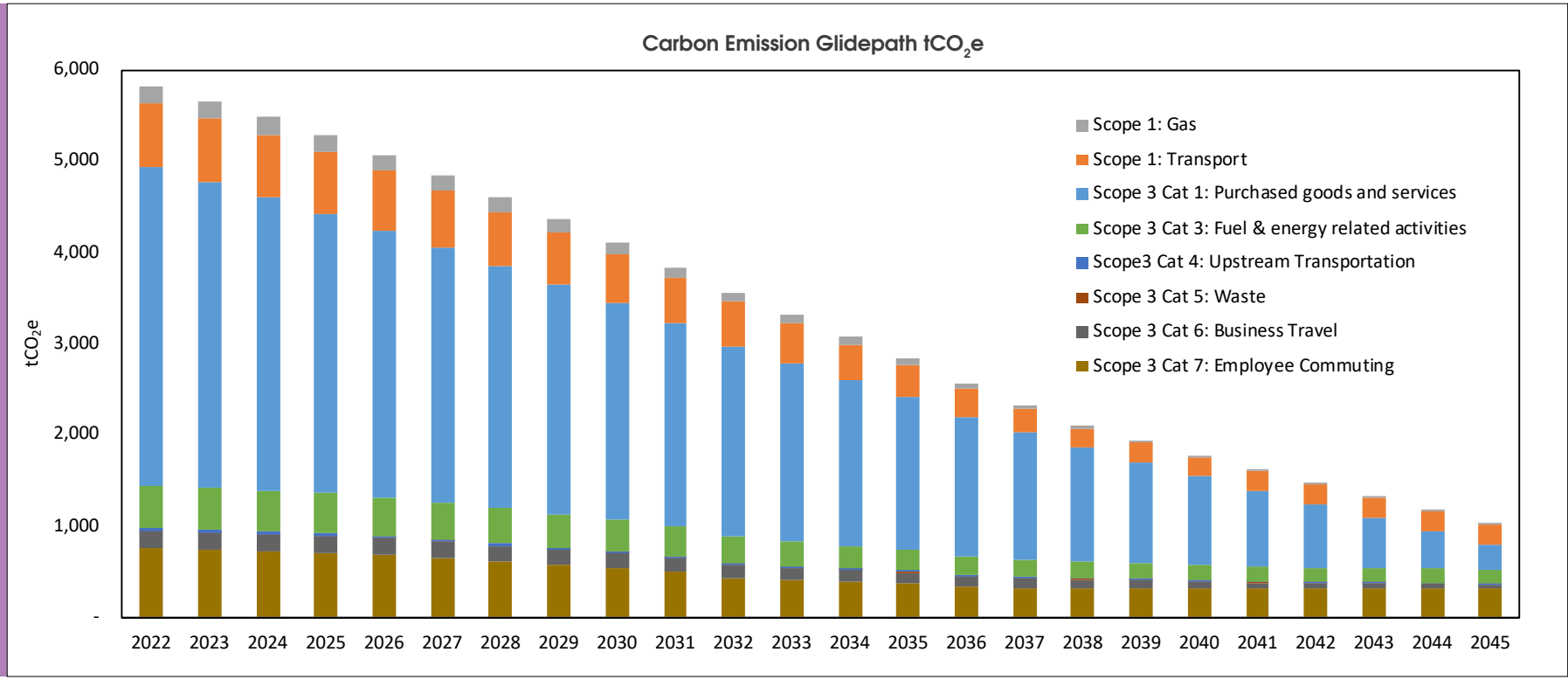
Emissions Reduction Targets

To continue Compass Community's progress towards achieving Net Zero, we have mapped out in detail our carbon reduction targets:

- 9% absolute reduction in emissions by 2025 from 2022 baseline levels
- 29% absolute reduction in emissions by 2030 from 2022 baseline levels
- 51% absolute reduction in emissions by 2035 from 2022 baseline levels
- 70% absolute reduction in emissions by 2040 from 2022 baseline levels
- 83% absolute reduction in emissions by 2045 from 2022 baseline levels

Our Journey to Net Zero

Compass Community's approach in the first instance is to focus on reducing the emissions over which we have operational control, with significant planning and finances set aside to do this. However, a large proportion of our carbon emissions lie within Scope 3 and are part of our supply chain, for example, the food we procure. It is difficult to reduce these emissions within the short term, as we have influence but not control over the way our supply chain produces and transports the goods we procure. Compass Community will use our purchase power and choice of suppliers to encourage carbon-reducing behaviour within our supply chain.



Our Journey to Net Zero

Emissions Reduction Plan

We have engaged the services of Sustainable Advantage, a specialist sustainability consultancy, to advise Compass Community on global best practice within ESG and more specifically on carbon reduction. Together, we have developed a detailed carbon emissions reduction plan, the key actions of which are summarised here:

SCOPE 1: Transport (Owned and Leased Vehicles)

- Replace diesel and petrol owned and leased vehicles with electric vehicles (EVs) as soon as possible.
- Provide driver training on how to drive more efficiently to reduce emissions.
- Install telematics where feasible to gather granular data on driver performance and issue further guidance as needed.
  - Compass Community has already trialled the use of telematics in partnership with Lightfoot. This trial showed a 10% saving in fuel, resulting in a lower carbon footprint.

SCOPE 2: Electricity

- Since our last procurement round, 90% of Compass Community electricity contracts have been moved to 100% renewable sources. We will continue the shift to renewable electricity contracts as they come up for renewal.
- We replace old equipment with energy-efficient equipment whenever practical.
- We take energy efficiency ratings into account when purchasing new equipment.
- We are training our staff on how to minimise energy usage as they go about their day-to-day tasks.

Our Journey to Net Zero

SCOPE 3 CATEGORY 1: Purchased Goods and Services

- Much of the savings made in this category will occur organically as our suppliers move towards carbon neutrality and their own Net Zero goals.
- Compass Community will take an active role in trying to reduce emissions in this category by:
  - Engaging with tier 1 suppliers to understand their carbon footprint.
  - Being selective and working with carbon-conscious suppliers and supporting them in their carbon reduction targets where possible.

SCOPE 3 CATEGORY 4: Upstream Transportation and Distribution

- To better understand our emissions from this category, we are working towards capturing more granular data.
- We will engage more closely with our major suppliers to assess how far and by what modes of transport goods arrive to Compass Community.

SCOPE 3 CATEGORY 5: Waste

- Compass Community already follows the waste hierarchy, where preference is given as follows:

  1. Reduce waste generated.
  2. Re-use/recycle.
  3. Residual general waste to be incinerated to limit the volume of waste that goes to landfill.

- Staff training programmes will be rolled out to help staff achieve the above goals.
- We will also provide clear, consistent advice and information to young people to minimise waste and maximise recycling.

Our Journey to Net Zero

SCOPE 3 CATEGORY 6: Business Travel

- COVID-19 has taught us that video conferencing tools such as Teams and Zoom can be utilised to successfully conduct meetings. We are encouraging our staff to continue to embrace this technology and thereby limit unnecessary travel.
- Where travel is required, we will encourage our staff to prioritise carbon-reducing travel modes, choosing rail/public transport over cars where practicable.
- To better understand our carbon footprint from business travel we will endeavour to collect more granular data on trips taken by taxi, rail or bus including point of origin and destination where possible.
- As we have decided to include our carbon footprint from hotel stays as part of our reporting, we will in future record the number of nights and type of hotel stayed in.

SCOPE 3 CATEGORY 7: Employee Commuting

- We cannot control what modes of transport our employees use. However, we need to do all we can to encourage them to support Compass Community's sustainability journey. We will put several initiatives in place:
  - Cycle-to-work schemes.
  - Providing information on public transport alternatives.
  - Installing EV charge points at our office locations.
  - Encouraging carpool arrangements.
  - Paying favourable mileage reclaim for EVs.
- In future years we will send a travel survey to each of our employees to understand how they get to and from work to better identify how we can further reduce emissions in this category.

Compass Community will recalculate our carbon footprint annually for each financial year ending 31st March, with 2023 being the first post-baseline year. We will track how we are performing against our target, adjusting our strategy to achieve our carbon goals, and strive to reach Net Zero as soon as possible. Until we do, we will continue to offset our residual Scope 1 and 2 emissions.

Supporting Sustainable Development

Musi River Hydro, Sumatra Indonesia

We have chosen to support the Musi River Hydro Project in Indonesia. Located in rural Sumatra, Indonesia, the Musi River run-of-river hydroelectricity project harnesses the flow of the Musi River to generate clean electricity for the local villages. Previously, century old trees were burned in traditional cookstoves in the nearby villages, emitting vast amounts of carbon and removing one of our key allies in the fight against carbon – trees. The hydro project gives 100% renewable energy whilst also halting deforestation. The project supports local jobs and new income streams and has funded infrastructure improvements for the local community – as well as a reforestation programme to replace lost trees.

SUSTAINABLE DEVELOPMENT GOALS

Verified Carbon Standard

Gold Standard

- **Generates renewable energy** – 765,000 MWh generated on average annually by the hydro plant, displacing fossil fuel-generated electricity and boosting Indonesia's renewables sector.
- Creates jobs – **50 permanent jobs** have been created in power plant operations, with part-time employment opportunities offered during the construction phase.
- **Improves infrastructure** – Two drawbridges have been repaired, as well as new roads, garbage bin and financial support for a public transport terminal, mosque and traditional marketplace.
- Trains local people – The project **provides free training** on composting and making organic fertiliser from invasive aquatic plants for people in nearby villages. This provides farmers with free fertilisers to maintain healthy ecosystems.
- **568,000 tonnes** of CO_2 reduced on average annually, contributing to climate change mitigation.
- Improves access to safe drinking water – **37,000 people have access to safe drinking water**, thanks to 147 boreholes being repaired.

Supporting Sustainable Development

Brascarbon Methane Recovery Project, Brazil

This project in Brazil captures biogas produced by decomposing manure at animal feed operations for combustion. Located in São Paulo state, Brazil, a new covered in-ground anaerobic reactor (digester) utilises the manure previously treated in anaerobic open lagoons to produce biogas.
The resulting biogas is measured and destroyed through a flaring system. The result is a significant reduction in GHG emissions.

SUSTAINABLE DEVELOPMENT GOALS

Verified Carbon Standard

Gold Standard

3 GOOD HEALTH AND WELL-BEING

■ Ensures an **adequate level of protection for human health** through proper handling of animal waste.

8 DECENT WORK AND ECONOMIC GROWTH

■ **Provides jobs** and economic opportunities for the local population.

13 CLIMATE ACTION

■ Reduces emissions – achieved **a 43,033 tCO2e reduction** in emissions during the monitoring period.

The technology used is an anaerobic digestion process in which micro-organisms break down biodegradable material in the absence of oxygen.

Energy

	01/04/19 – 31/03/20	01/04/20 – 31/03/21	01/04/21 – 31/03/22	Increase/ decrease[1]
Electricity (kWh)	532,654	498,038	630,646	+16%
Average electricity per site (kWh)	13,316	9,765	9,702	(27%)
Gas (kWh)	2,135,339	1,251,957	1,032,669	(52%)
Average gas per site (kWh)	53,383	24,548	15,887	(70%)
Average total energy per site (kWh)	66,699	34,313	25,589	(62%)

Review of the Year

Our overall electricity use has increased given our expansion. We had approximately 40 homes in 2020, 51 homes in 2021, and 65 homes in 2022.

To reduce our energy consumption, we continue to conduct an energy assessment (EPC) on all new homes and bring all properties up to a D rating as a minimum. This includes installing low-energy and sensor-activated lighting, installing double glazing, loft and cavity insulation, and implementing thermostat controls. This year, we upgraded boilers to more efficient models at seven properties. In November 2021, our head office moved to an energy-efficient 'Passivhaus' in Leicester, with an energy performance certificate (EPC) rating of A+, which is the highest rating for energy efficiency. Some of the building features enabling this efficiency include lighting and mechanical ventilation aided by REHAU earth tubes, and full glazing on windows. As standard, we replace old equipment with energy-efficient equipment when practical and take energy efficiency ratings into account when making purchases.

Compass Community's young people and residential staff are involved in reducing energy at our homes. Staff discuss the need to reduce energy consumption with children, and the importance of turning off lights when not in use as one of the ways they can make a difference.

In last year's report, we set ourselves the target of reducing our average energy consumption per site by 10%. Setting a reduction target per site, as opposed to a total reduction target, allows for increases in energy consumption that naturally occur alongside Compass Community's growth as an organisation. In 2020 – 2021, our second year of reporting, our operations were impacted by the COVID-19 pandemic, with most of our offices closed for significant periods. As such, the data gathered prior to this, in 2019 – 2020, is more reflective of our normal operations. We therefore used our 2019 – 2020 data as the baseline for our energy reduction targets.

Compared to this baseline, this year our average energy usage was down by 62% per site. This is partly due to a smaller percentage of our sites using gas than in previous years. Additionally, we set ourselves the target of procuring 100% renewable electricity by March 2023. In October 2021, we moved more than 80% of our properties to renewable electricity, and in April 2022 this number increased to 90%. The remaining 10% of sites will move to renewable electricity at the end of their current contracts.

Plan For Next Year

There are limits to how much we can reduce our energy consumption per site, based on initiatives already completed, current architecture, infrastructure, and available technologies. Considering that we have already exceeded last year's targets, well in advance of the 2023 deadline, this year we are setting ourselves the target of maintaining our energy consumption overall, despite planned growth to the organisation.

[1] Shows percentage increase or decrease from 2019/2020 baseline data.

Waste

	01/04/19 – 31/03/20		01/04/20 – 31/03/21		01/04/21 – 31/03/22	
	Kg	%	Kg	%	Kg	%
Waste to landfill	84,921	51%	61,356	38%	7,355	4%
Energy recovery	23,514	14%	50,928	31%	118,407	62%
Recycling	59,773	35%	50,165	31%	65,934	34%
Total	168,208	100%	162,448	100%	191,696	100%

Review of the year

Last year, we set ourselves the target to reduce the waste sent from our properties to landfill to less than 25%. Through a massive joint effort from our staff and children we were able to reduce this to only 4%. Recycling bins are in place across all homes, schools and offices and staff work with children to divide waste between general waste and recycling. Outgrown clothing is passed on to younger peers or taken to charity shops. Many homes take their own shopping bags to the supermarket to avoid waste.

However, despite our best efforts we are not currently on track to achieve our overall waste reduction target of 10% over two years. Due to the challenges of achieving an absolute reduction while we continue to grow as a business, we have set ourselves a new target to reduce waste per home from this year's average.

Plan for next year

We will continue to work with our residential managers and the young people in our care to reduce waste in our properties and to increase the percentage of our waste that is recycled. We plan to undertake a waste audit per home, to ensure each type of waste is identified and accounted for and to help young people understand how their choices can impact the volume of household waste generated and the ability to segregate and recycle waste. We will continue to further segregate waste streams, adding extra signage where possible to minimise contamination, and finding ways to reduce the waste we produce in the first instance. Once this information is available, we will run a competition between households and reward those who produce the least waste over a set period.

Waste to landfill reduced from 51% to 4%

Transport

	01/04/19 – 31/03/20			01/04/20 – 31/03/21			01/04/21 – 31/03/22		
	Company vehicles	Staff vehicles	Total	Company vehicles	Staff vehicles	Total	Company vehicles	Staff vehicles	Total
Vehicles	76	467	543	88	343	431	114	392	506
Mileage	43,632	1,438,327	1,481,959	568,544	511,347	1,079,891	2,522,468	539,521	3,082,395
tCO_2e	12.4	410.0	422.4	157	141	298	704.18	148.89	853.07
%	3%	97%	100%	53%	47%	100%	83%	17%	100%

Review of the year

Last year, our company vehicle mileage was much reduced due to restrictions implemented during the COVID-19 pandemic. While key transport services for our young people and to run our homes continued, many other kinds of travel, including site visits, did not occur. As such, last year's transport figures do not reflect our normal operations.

We track and calculate our mileage for company owned and leased vehicles as part of our Scope 1 carbon reporting, and for business travel where staff use their own vehicles, for our Scope 3 reporting. To attempt to improve our data in this area, this year, we trialled a telematics scheme across 10% of our 114-vehicle company fleet. The scheme indicates fuel-inefficient methods of driving, including accelerating, braking, and cornering. We introduced an awards scheme whereby drivers who meet standards for fuel-efficient driving receive rewards in the form of cash prizes and discounts. The trial resulted in more than 10% in fuel savings, as well as safer driving including reduced speeding. At the end of the three-month trial period we plan to roll out the scheme across our entire fleet. In addition to these gains, the scheme has started to improve the data on the distances our company vehicles are travelling. As part of the telematics rollout, we will gain a far better understanding of the mileage travelled each year by our company vehicles, and, as such, we will wait until next year to set targets relating to our company vehicle mileage.

Young people and staff in Compass Community services take part in several initiatives to encourage sustainable transport including walking and using bikes in warm weather and discussing the importance of sustainable, healthy and green travel. Some homes undertake regular Green Days when cars are not used, to reduce their carbon footprint. To reduce our staff's transport emissions, we have a Driving at Work policy which encourages the use of public transport wherever possible. We also provide staff with our Eco-Friendly Driving Guide.

In the past year, we installed three EV charging points. We also plan to begin procuring EVs for our company fleet.

Plans for next year

Our staff commuting currently results in an average 0.93 tCO_2e per employee. We have set ourselves the target of reducing this by 2%, to 0.91 tCO_2e. To achieve this, in the coming year, we will be investigating options for salary sacrifice schemes to encourage our staff to purchase electric vehicles (EVs). As part of this initiative, in the past year, we installed three EV charging points. We also plan to begin procuring EVs for our company fleet.

Our Social Mission

Community Engagement

Compass Community is very involved in the communities in which we operate, encouraging our staff, foster families, and young people to get involved in fundraising and volunteering initiatives. During the height of the COVID-19 pandemic, many of our community engagement activities moved online, while others were not able to proceed. However, this year our community engagement activities have resumed and in recent months we have undertaken a range of staff team days, support groups, and other activities.

- **This April, we celebrated Earth Day** with a month-long campaign including sustainability activities for all our services to join in.

Compass Community charity efforts 2021 – 2022

- This November, Compass Community had the honour of being **the main sponsor of the MOVE Charity Ball**, run by MOVE Against Cancer. Their focus is to support and inspire people about the benefits of exercise and movement both physically and mentally when living with and beyond illness.

- **We raise money for children's charities** as part of our attendance at the national Children's Commissioning Conference each year. In 2021 we raised money for Young Minds, MOVE, and UNICEF.

- **The staff at our Rustington office** organised a Toiletries Drive for local Bognor Regis-based charity, My Sister's House. My Sister's House is a charity that provides refuge, support and guidance for women and children fleeing domestic abuse.

- **In April 2022, to celebrate Earth Day**, we held a month-long campaign called Their Future in Our Hands. We shared information on our website to help people be more sustainable and donated money to five different environmental charities.

- This year **we will be supporting charities such as The Railway Children**, which offers vulnerable children and young people a safe place to go. Their focus is on identifying those at risk, providing early intervention, and preventing harm – transforming children's lives and optimising their life chances.

- **Carer Vicky Grafton from the Newton Aycliffe office completed the Yorkshire Three Peaks Challenge in September 2021. She trained hard, and we are very proud of her.**

Our Social Mission

- **One of our homes, HL, held a month-long fundraiser in March for Ukraine. All the children and adults took ownership over the fundraiser and worked together to come up with ideas to raise money such as fancy dress, a basketball tournament, a charity football match, and scavenger hunts. Their hard work raised £250. The children voted on donating to UNICEF to specifically support children in Ukraine and received a thank you card from the charity.**

- In April the boys and **staff at PT House climbed to the top of Pen Y Fan**, the highest mountain in South Wales. They walked to raise money for children in Ukraine after seeing the atrocities on the news. The challenge was the boys' idea, and they raised an incredible amount while pushing themselves to complete the impressive physical challenge.

- A few of our staff members in our residential children's homes have been affected this year by stillbirth. One of our Compass family, our very own **Daniel Bebbington, put himself forward to do Challenge 13 with SANDS**, a charity whose mission it is to make sure no one goes through this difficult experience unsupported.

Sands

- At the beginning of 2022, Jodie, Jack, and their family received some devastating news. Their daughter, Holly, was diagnosed with acute lymphoblastic leukaemia. **Jodie worked at Compass in our South region** for many years. She was a great member of the team and has been missed since leaving our Compliance team to grow and support her family. We have since held various bake sales to raise money, and one of our staff members, Eve, took part in the Hike for Holly challenge.

- **After a conversation in one of our homes around Ukraine and families having to leave their country, two young people, N and C, spent an evening shopping for donations for the affected families. Their offering made its way to the Polish border the next morning.**

- Another local charity **we plan to raise money for in the coming year is Comfort Cases UK**. This charity supports children in foster care, working alongside partners including independent providers and local authorities to provide ruck sacks filled with items such as pyjamas, toothbrushes and hygiene packs, books, and pens.

COMFORTCASES.

Our Social Mission

Children and young people take part in many different activities to improve the environment.

Compass Community's Young People Are Leading the Way on Sustainability

Across our services, children and young people take part in many different activities to improve the environment, contribute to their communities, and learn about the value of service and environmental stewardship. Residential staff often participate alongside young people. Over the past year, these activities have included:

Biodiversity:

- Planting and tending fruit, vegetable, and flower gardens.
- Providing for local wildlife including installing hedgehog boxes and bird feeders around the gardens.
- Volunteering at local farms and animal sanctuaries.
- Veganuary: staff and young people went vegan for a month in January.

Waste reduction:

- Litter picking sessions.
- Refillable bottles filled from a water filter jug rather than bottled water.
- Taking part in Recycle Week and donating milk bottle tops to be remade for disability accessories.
- Donating outgrown or unneeded clothing to charity.

Carbon reduction and responsible citizenship:

- Car-free days.
- Purchase of eco-friendly products, e.g. washing tablets.
- Online shopping to reduce bags and car use, and to prevent overspending. Children get to be involved in decision-making.
- Earth Day was discussed with the children as part of culture month and was discussed in residents' meetings.
- Young people have achieved AQA /Unit Award Scheme mini qualifications and certifications for achievements in gardening and plant care, recycling, understanding climate change, and fundraising for children in need, among other topics.
- Young people have participated in key work sessions on vegetarianism, the environmental impacts of eating meat, and ethical treatment of animals, among other topics.

Giving back to the community:

- Food bank donations and volunteering and donating toys and gifts to children in need.
- Fundraising for charities.
- Weekly house meetings with a discussion box for young people to share their ideas for giving back to the local community.
- Promoting and participating in local eco-friendly schemes and local council initiatives.
- Contacting elderly homes in the local area and making cakes for them on significant days, with the children delivering the cakes and engaging with the elderly residents.
- Gifts for the neighbours on special days such as Christmas, Easter, and the Queen's Jubilee.

Our Social Mission

Staff Engagement

This year we launched a new HR system for managing our staff. As part of this programme we introduced New Starter Journey surveys where new staff are invited to give feedback at weeks four, eight and twelve, relating their experience with interviews, induction, etc. We run two confidential ad hoc engagement calls per service per month, which could involve anyone from the service on a randomly allocated basis. We ask questions about their experience, the support they receive, whether they feel happy in their role, and suggestions for how their experience of working with Compass could be improved. We also have an Employee Voice forum where staff are encouraged to share their views. All feedback is analysed by the central HR team to look for trends, issues, and opportunities for improvement, before being fed back to staff via our "You Said, We Did" reporting initiative.

We offer flexible working where possible on a case-by-case basis, but due to the nature of the work, staff in our schools and residential homes are more restricted and need to follow term-time and shift-work schedules.

Our staff participate in a range of social and teambuilding initiatives and each team has a budget to support this. As we have moved out of periods of lockdown and isolation, our teams have organised mini golf and go karting as well as recognition gifts for members of the team.

Diversity, Equity, and Inclusion

Staff and carers within the Compass Community came together in 2020 to form Group and Regional Ambassadors Committed to Equality (GRACE). Going from strength to strength, GRACE exists to utilise the full talents of staff, carers, and children across the organisation in tackling inequality and discrimination and advises Compass Community in upholding and understanding the lived experiences of people of colour and ethnic minority groups, including a broader understanding of institutional racism and inequality. The group meets monthly and consists of ambassadors from our four services, as well as group services, learning and development, social workers, and foster carers who are available to listen to concerns and escalate where appropriate, and offer support and signposting to additional resources.

As part of the initial phase of work, we have rolled out core training to understand the impact of unconscious bias and racism and implemented a questionnaire to gauge current views from across the organisation.

To commemorate Stephen Lawrence Day, we invited Stephen's older brother, the Right Honourable Stuart Lawrence, to give a keynote speech at our webinar on diversity and inclusion.

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Our Social Mission

Our mean gender pay gap is 0% and our median is -4.3%

Equal Pay: Ahead of the Curve

The 'gender pay gap' is the difference in average earnings between women and men. This is not the same as equal pay whereby women and men must receive equal pay for the same, similar, or equivalent work, but instead is intended to highlight unequal access to promotions and leadership opportunities. UK regulations require companies with 250 or more employees to calculate and publish their gender pay gap.

Compass Community is made up of several smaller companies which cover fostering, residential care, education, and therapeutic services. Only one of our companies is required to report on the gender pay gap; however, for transparency and good practice we have decided to report on the whole of the Compass Group in a single annual report.

As is the case with most social care organisations, Compass employs a larger proportion of women than men. Of the total workforce, 73.1% are female and 26.9% are male. This has remained consistent with last year. We are happy to say that our mean gender pay gap is 0%. This means that on average, women are paid the same as men across Compass. This stands in marked contrast to the gender pay gap nationally, which was 15.4% in the last published data. Additionally, our median gender pay gap is -4.3%, meaning there are slightly more women than men earning above Compass Community's average hourly pay.

Compass Community workforce

73.1.5% female **26.9% male**

Quarterly pay bands	Female	Male
Upper hourly pay quartile	75.8%	24.2%
Upper middle hourly pay quartile	74%	26%
Lower middle hourly pay quartile	69.4%	30.6%
Lower hourly pay quartile	73.1%	26.9%
Total	73.1%	26.9%

- **41% of females received a bonus in the year, whilst 38% of males received a bonus.**
- **The mean pay gap in relation to bonus pay is 23% whilst the median pay gap for bonuses is 33%.**
- **Women received 76% of all bonuses by number and 72% of all bonuses by value in the year.**

Fair Pay and Staff Benefits Package

As part of our ongoing engagement and retention strategy and our "You Said, We Did" initiative, we strive to increase our benefits to our valued colleagues. This year, we introduced several enhancements to our employment benefits including:

- **Length of service bonus.**
- **Enhanced paternity leave.**
- **Increased mileage expenses allowance.**

Our Social Mission

In July 2021, we introduced a Health and Wellbeing Day across some services where staff members can take one day off per year in addition to their leave and sickness allocations to recharge and reset.

Health and Wellbeing

The past year continued to present many additional challenges for health and wellbeing. In July 2021, we introduced a Health and Wellbeing Day across some services where staff members can take one day off per year in addition to their leave and sickness allocations to recharge and reset We have an enhanced Employee Assistance Programme via Perkbox through Health Assured, which offers staff four one-to-one sessions with a trained therapist. As part of our Therapeutic Service, we also now have a team of internal therapists and have launched a new programme where anyone in the organisation can reach out to a support hub or to an independent therapist. Discussion about wellbeing is incorporated into performance reviews and supervision meetings.

We run an active internal communications campaign regarding mental health events including Mental Health Awareness Week and how staff can participate. Our intranet and social media are regularly updated with external events and resources for supporting mental health. Our HR system, Compass People, includes wellbeing incentives, and our children's homes all include displays giving current information about mental health support services that young people and staff can access. Our services also have specific methods for staff to check in with the young people they support regarding their mental health and wellbeing.

We will shortly be re-launching our health and wellbeing programme, including an update to include Mental Health First Aiders and Ambassadors. We have trained between two and four Mental Health Ambassadors per operating region, with the aim to provide staff with somebody local who can offer support for emotional difficulties faced at work. We will be launching the Mental Health Ambassadors programme in July 2022, and we have more training sessions planned for September 2022, to increase the number of Ambassadors and to increase awareness about the programme. Our mental health first aid training is from MHFA England and is designed to help staff recognise signs of mental ill health in their colleagues, and to support colleagues who might be experiencing mental ill health. We are also launching an updated mental health toolkit for managers.

We have trained between two and four Mental Health Ambassadors per operating region, to provide staff with someone local who can offer emotional support.

Our Social Mission: Case Studies

Therapeutic Services Qualitative Measures of Success: Healing Stories

AHCT experience and process: highlighting success of holistic working in supporting sibling relationships

This story highlights the embedding aspect of working holistically as it spans December 2020 – July 2022 at Compass Community.

A five-year-old boy left his birth family to live in a Compass Assessing and Healing Complex Trauma (AHCT) residential home. He was separated from his family for the first time, but one brother lived in another Compass home close by, and they went to the same Compass AHCT school, thus enabling a stronger family connection. Our Holistic Welfare Assessment period of 14 weeks took place, including weekly individual psychodynamic psychotherapy. The Holistic Welfare Assessment Report recommended:

- **Continuation of therapy and the same school provision.**
- **Additional Speech and Language Therapy Assessment and therapy.**
- **Plan for Step Through to Foster Care.**
- **Regular family contact.**

He celebrated his sixth birthday in the residential home and school, inviting his brother and friends from school to his party. As per the recommendations, in June 2021, he:

- **Had a planned transition to foster carers locally.**
- **Continued to see the same therapist weekly and attend the same Compass School with family contact.**
- **Successfully maintained his foster home for over a year.**
- **Continued to have 12 weekly team-around-the-child (TAC) reviews and reports which include therapist, therapeutic practitioner, carers, education staff, and Local Authority Social Worker.**
- **Continued to have good contact with his birth family.**

Making a difference at one of our AHCT residential homes

A child was identified as having significant therapy needs and rarely left his room. He was challenging to adults that he did not know. His therapist demonstrated reliability, commitment, and investment in their relationship by visiting the home every week. She initially focused on building relationships with the adults that he did feel safe with, always making it clear that she was investing in their relationship. This therapist understood how important a holistic approach was in allowing the child to feel safe enough to start therapy, which continues today. This initial piece of work also enabled the child to start to form trusting relationships with other adults.

Feedback from a parent and school

This feedback follows a TAC meeting for one of the day pupils at a Compass school:

'Since joining the school and starting therapy, X's wellbeing has improved noticeably. They are happier and more affectionate at home and seem to genuinely enjoy spending time around other people again. At school they are a joy to be around and have built some amazing relationships with the other students and adults. Although they can still hold on to heavy emotions and struggle with the weight of this, they are starting to verbally name what they are finding difficult and find comfort in the adults around them noticing this and naming it before it becomes overwhelming. Self-harm has reduced, from suicide attempts and ideation to infrequent scratching. Overall the emotional and wellbeing support they have received within the school in the short time they have been with us has taken a massive weight off their shoulders, brought a smile back to their face and is providing a foundation with some whole-hearted relationships.'

Our Social Mission

Learning and Development

We offer a yearly Organisational Development Programme for Compass foster carers, residential staff, supporting group staff, and social workers with specific learning targets and opportunities for the various roles we support. At the heart of the programme are the REACH principles (Resilience, Education, Acceptance, Child Centred, Holistic); our GRACE equality and diversity project; and the relevant professional standards and qualifications. These are all based on years of research and work with children and young people with social, emotional, and learning challenges. The courses provide carers with effective tools involving practical methods and techniques to understand behaviours and how best to support the children and young people in our care.
There are many different requirements, expectations and opportunities for learning and skills development, for example different induction programmes for different roles, and a wide range of learning needs across the Compass group. These include:

- **Three-day Skills to Foster training for new foster carers.**
- **Two-day induction training for approved foster carers.**
- **Ten-day Skills to Care training for all new residential staff.**
- **Seven-course induction training for all new social workers.**
- **13 courses for all new education staff including a mix of online and face-to-face courses.**
- **Safeguarding and General Data Protection Regulation (GDPR) training for all staff.**
- **Specialist therapeutic training to all staff involved in providing specialist therapeutic care.**

Training Quality

Most of the training and learning at Compass is delivered by our internal training team who have experience working in a children's home, social work, or foster carer setting. As such, our trainers are well placed to answer any questions attendees may have, or to clarify policies, procedures, or routines. All training and workshop sessions are designed to be as practical and relatable as possible, with learning activities for all attention styles. The content is fully mapped to professional development standards. Materials for training and learning are overseen via a quality assurance board where multiple viewpoints are integrated to increase the effectiveness and impact of the learning.

The courses provide carers with effective tools involving practical methods and techniques to understand behaviours and how best to support the children and young people in our care.

Our Social Mission

Training Metrics

Compass offers a range of qualifications to staff members. These are fully supported through internal assessor and Internal Quality Assurance (IQA) processes. These qualifications allow for staff members to formally develop their skills along with additional training and on-the-job learning.

Residential

Our residential staff receive the most intensive training. Each new employee in our residential service is expected to complete at least 89 hours of training in their first year working with Compass. This comprises two full weeks of onboarding and preparedness, plus 14 hours of child-specific learning and/or Continuing Professional Development (CPD). Over the past year, staff in our residential service received the following training:

April 2021 – March 2022: Residential	
Number of courses delivered	**589**
Hours spent training staff face to face	**1,957**
Online courses allocated	**6,744**
Hours spent training staff online	**5,058**
Residential staff attendance numbers	**2,373**
Number of staff members trained	**2,373**

Education

Over the past year, Compass Education managed 18 schools with 129 staff.

April 2021 – March 2022: Education	
Number of courses delivered face to face	**308**
Hours of learning completed face to face	**1,232**
Training completed online	**1,679**
Hours of learning completed online	**1,260**

Foster carers

We have a cohort of foster carers completing care qualifications and student social workers completing their social work degrees and other associated qualifications with support from Compass. Over the past year, we had on average 2,097 individual foster carers working with us. Our target for each foster carer is 16 learning hours per year.

April 2021 – March 2022: Fostering	
Number of courses delivered face to face	**345**
Online courses allocated	**5,498**
Number of foster carers trained over the year	**3,075**

Group-wide

At Group level, we have 395 staff members – including managers and office staff – who are also given opportunities to learn and develop. Over the past year, we budgeted £1.3 million for training our staff.

April 2021 – March 2022: Group	
Number of courses delivered	**259**
Online courses allocated	**1,545**
Percentage of management receiving soft skills training	**75**
Number of staff members trained	**1,387**
Total hours of training (face to face and online)	**1,295**

Our Social Mission

Feedback

Feedback is an important way for us to ensure our training and learning offering meets the needs of our foster carers and staff. This is collated anonymously via online surveys and used to continually improve our course content, facilitation styles, and locations. In the past year we have received over 2,000 pieces of feedback with 99% of participants saying the course was helpful for their role, and 99% stating they would recommend the course to others.

In the past year we have received over 2,000 pieces of feedback with 99% of participants saying the course was helpful for their role, and 99% stating they would recommend the course to others.

Equal Opportunity

The Learning and Development team are committed to promoting diversity and challenging all forms of discrimination and prejudice. This will continue to take many forms and remains strongly underpinned by GRACE's anti-discrimination strategy and work. Both in the training sessions and behind the scenes, new measures are in place to reinforce this approach. These include:

- **Embedding GRACE and equality and diversity into all learning and development training courses.**
- **Specific courses focused on awareness raising and tackling discrimination such as unconscious bias; supporting black, Asian, and ethnic minority children; supporting those in the LGBTQ+ community; etc.**
- **Quality assurance for all courses to ensure they promote diversity through relevant case studies, representative images, and language usage.**

Learning accessibility

As part of our commitment to personal and professional development, we continue to encourage all forms of learning through a variety of ways including:

- **Classroom training sessions: 45 different locations across England and Wales, 50+ different topics.**
- **Online video-facilitated training sessions: 50+ different topics.**
- **Online Training Programme: 500+ different topics.**
- **Relevant reading materials/research/books/articles.**
- **Useful and appropriate documentaries.**

Our Social Mission: cases studies

Seeing Carers' Potential, Not Their Perfection

There is a major shortage of foster families available in relation to the number of children and young people needing care in the UK. At Compass Fostering, we believe that everyone with an interest and who meets the basic requirements for safety and competence should have the opportunity to open their home to a child or young person. By taking a fair and democratic approach and challenging the stereotypes of what makes a good carer, we challenge our own unconscious bias and embrace diversity.

Christine

When Christine made her enquiry to foster with Compass, she was worried that because she did not have children of her own, she would not have enough experience to foster. She believed it would hold her back, so she decided to withdraw from the process. Our recruitment team put Christine in contact with a Carer Support Ambassador who supported her in recognising the experience and transferable skills Christine already had that could be applied in fostering. The Carer Support Ambassador encouraged Christine to re-start her journey to become a foster carer and to not let any anxiety decide whether she could foster but instead let the assessment process determine this.

Compass will always look for the potential in our applicants and will focus on every individual's experience and life skills. We saw the potential in Christine, who was approved in February 2021 and shortly after welcomed siblings into her home, now making a lasting difference to their lives.

Vernon and Steve

Vernon and Steve have been fostering with Compass since January 2020. They applied after adopting three children, aged eleven, eight, and five. The couple reached out to Compass to see if it would be possible to look after a foster child alongside their adoptive children. They wanted to continue to help other vulnerable young children.

We welcomed Vernon and Steve into the fostering assessment process, and when approved as carers, Vernon and Steve worked closely with the Family Finding and Operations team to find the right child to live in their home. Initially it was thought that this would be one child; however, four months later they welcomed not one, but three children into their home! A sibling group of twins aged seven, and an eight-year-old. All the children are settled, and Vernon and Steve now have a busy household of eight!

Compass let the assessment process (and Vernon and Steve) determine whether they were ready to foster after adopting their children. We believe having a busy household should not stand in the way of considering whether to foster.

Garry

Garry had always wanted to be a foster carer, but with his criminal record, thought he would be unable to. Nevertheless, Garry approached the Compass recruitment team. After a thorough exploration of his background and record, the team found no reason why Garry would not make a wonderful foster carer.

Compass understands that our applicants come from a variety of backgrounds and life experiences, and we look for the potential in all applicants. We will never compromise the safety of our children and young people. That is why we let the government guidelines and National Minimum Standards determine who can and cannot foster, rather than basing our assessments on bias or judgement.

Garry's case is a testament to our open-minded approach. Since being approved as a foster carer, Garry has welcomed two foster children into his home, both of whom have settled in well.

Good Governance

Our ethos is enshrined in an approach that is optimistic and believes that change is possible.

Compass Community recognises the need for an appropriate balance between openness and confidentiality in the management and use of information. The organisation's approach to governance supports the principles of corporate information and acknowledges its public accountability.

The Compass principles of governance underpin our quality of care and corporate objectives:

- **Provide high standards of child-centred quality care services.**
- **Clear lines of responsibility and accountability.**
- **Continually promote growth and change while keeping children safe.**

Our ethos

Our ethos is enshrined in an approach that is optimistic and believes that change is possible. Compass believes that accurate, timely, and relevant information is essential to deliver the highest-quality service. As such, it is the responsibility of all stakeholders within Compass Community to promote quality of information and to actively use this information in decision-making processes. Effective monitoring systems are in place to enable us to identify areas of achievement and areas that require improvement and further development.

Stakeholder inclusion

Compass Community is committed to delivering the highest-quality care, education and therapy across our Residential, Fostering, Education, and Therapeutic Services, across all interventions to children and young people receiving our services. The inclusion in decision-making of children, young people, carers, and other stakeholders is fundamental to our approach. Contributions made by stakeholders provide us with the evidence to inform and improve our practice.

Policies

At Compass, our normal process is to review key policies monthly or more often as needed to ensure they are always informed by regulation, best practice, and stakeholder views. This year, we undertook a line-by-line review of our staff handbook to ensure our policies were not only up to date but formed part of a bigger picture. We also did a lot of work to update our grievance and whistleblowing policies.

Annex 1 – Net Zero Reporting Method

Compass Community has selected the Operational Control method when setting our organisational boundary. The operational boundary will include all three scopes as outlined by the GHG Protocol. Compass Community's emissions are reported in tCO_2e and have been calculated utilising the following formula:

source emissions data x conversion factor* = total source emissions
source unit x (tCO2e/unit) = tCO2e

*Conversion factors are noted within the various sections below but are primarily derived from the latest:

- UK Government GHG conversion factors for company reporting.
- Environmentally-Extended Input-Output (EEIO) factors.
  – Carnegie Mellon University.
  – US Environmental Protection Agency (EPA).

Emissions methodology – Inclusions within current numbers:

Scope 1 sources included in the inventory are onsite (or 'stationary') natural gas combustion and mobile fuel combustion from leased and owned vehicles. Excluded from the inventory are fugitive emissions of refrigerant gasses.

Purchased electricity was the only identified Scope 2 emissions source. However, per the GHG Protocol Scope 2 Guidance, Scope 2 emissions have been calculated and reported using two separate methodologies:

1. Location-based method reflecting the average emissions intensity of grids on which energy consumption occurs.
2. A market-based method reflecting emissions from electricity that Compass Community has purposefully chosen via our energy procurement activities. This accounts for energy purchased from green energy suppliers.

Scope 3:

- **Category 1**: Purchased goods and services – Includes all upstream (i.e., cradle-to-gate) emissions resulting from products purchased or acquired by Compass Community in the reporting year. Products include both goods (tangible products) and services (intangible products). The range of goods and services included in this category will increase in future years as our data collection improves.
  – Compass Community has used the spend-based method for this first emissions inventory calculation.

- **Category 3**: Fuel and energy-related services – Transportation and distribution (T&D) losses, and the well-to-tank (WTT) emissions for all fuels consumed because of Compass Community's operations. T&D losses account for the energy lost while transporting electricity, i.e., the resistance in electrical wires. WTT emissions account for all the emissions related to the extraction, production and shipping of fuels excluding only the direct combustion of the fuel.
  – We have used energy and distance data to calculate this for Scope 1 and 2, and Scope 3, categories 6 and 7.

- **Category 4**: Upstream T&D – T&D of products purchased in the reporting year, between tier 1 suppliers and our operations or between our operations in vehicles not owned or operated by us.
  – For our base-year calculation, we have assumed that 1% of our purchased goods and services' emissions calculation will equate to the emissions from transportation.

- **Category 5**: Waste – Emissions from third-party disposal and treatment of waste generated in Compass Community's operations in the reporting year.
  – We have utilised the waste-type-specific method, which involves using emission factors for specific waste types and waste treatment methods.
  – The base year excludes emissions from wastewater as this data could not be obtained. It will be included in future years when this data becomes available.

Our 3rd year of achieving carbon neutral status

- **Category 6**: Business travel – Emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.
  - We have used the distance-based method, which involves determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used where possible.
  - For business travel via public transport, we have estimated distance travelled using average spend per km and dividing the total spend by this.
  - We have also included our carbon footprint from hotel stays arising from business travel and these have been calculated by the spend-based method.

- **Category 7**: Employee commuting – Emissions from the transportation of employees between their homes and Compass Community's office. Emissions from employee commuting may arise from car, bus, train, or cab travel.
  - Where appropriate, we have used the average-data method, which involves estimating emissions from employee commuting based on average (e.g., national) data on commuting patterns.
  - We will, in future years, supplement the above with employee travel surveys which involves collecting data from employees on commuting patterns (e.g., distance travelled and mode used for commuting) and applying appropriate emission factors for the modes used using the distance-based method.

Emissions methodology – Exclusions:

Compass Community does not generate any material downstream emissions and as such our downstream Scope 3 emissions have been excluded.

compass COMMUNITY
Children's Services

Working in partnership with:

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