

CSW Business Plan

a plan for alignment 2023/24 & beyond

Introduction from the Chair

As the Chair, I am so very proud of the work conducted by CSW's frontline team across the SW peninsula this last year, and the way in which CSW's management team has navigated some very difficult waters, creating trust through their openness and willingness to engage, ensuring services have been sustained and working in new collaborations.

As I look back, I have been struck by the resilience that CSW has shown across the board. Frontline staff have delivered exceptional service to schools, local authorities and of course to young people. CSW's senior management have led their Team fearlessly, deriving a new vision for the organization underpinning this with new values demonstrated daily. Additionally, stakeholders have been given new focus, both internal as well as external.

I'm excited by the ambition being shown this year and encouraged by the opportunities that being bold might spring. Building on great relationships with staff and commissioners, CSW are now focused on building better collaborative relationships with prospective partners across the peninsula that deliver social and environmental value as well as service value.

This next year will remain immensely difficult for all; central funding issues continue to dominate our local authorities, and the challenges our commissioners face in the delivery of services to children, young people and vulnerable adults considered unprecedented last year have only exacerbated. However, as a Teckal company owned by Cornwall, Devon, Plymouth, and Torbay, CSW remains in a unique position to provide support, working in collaboration with others across our peninsula.

On behalf of the Board, I'm delighted to introduce the endorsed business plan for CSW Group for this next year; working together we will have a great future!

Sara Randall-Johnson

Foreword from the Managing Director

This strategic plan builds further on the cultural and strategic change introduced last year with our new Teckal status. Having strategically re-positioned ourselves, we are now focused on further energizing a 'triple bottom line' approach where we seek to measure not only our prosperity (or value delivered to our Owners), but also the impact on our people and our wider society, and the effect of our activities on our planet or our environment. In such a way 'people, planet, prosperity' will become our clarion call.

It is not clichéd to state that our *people* are our biggest asset, and their welfare our highest priority; our frontline workforce provides our output. So, we shall continue to put energy into our wider wellbeing programme, which includes menopause support and a focus on men's health.

While our Team have been leading individual environmental initiatives, we shall look to co-ordinate these better with a refreshed environmental strategy, introducing a net zero plan to ensure that we add not only our voice but our actions to the support of our *planet*.

With a strong and persistent collaborative strategy that's building team and stakeholder confidence alike, we firmly believe that considerable and positive change is not only possible but, with like-minded partners working cohesively alongside us, entirely achievable in delivering *prosperity* for all our stakeholders.

As we work with our four local authorities in support of regional recovery, we are mindful that financing services remains challenging with EU funding disappearing and replacement opportunities yet to fully mature. This means that services must be focused on greatest need, be of high quality, and efficiently delivered.

After a really busy year, I would like to thank all our staff, and our enterprise partners, for their immense hard work, undying passion, and enormous commitment to building a future where every individual can contribute positively to society and lead a fulfilling life. I have learned much in my first year at the helm of CSW Group and know that we shall, together, continue to build brighter futures.

Chris Saxby

Who are CSW?

For well over 25 years CSW, whilst uncovering learning and work opportunities for many thousands of local people, has adapted to meet market demand and changing government requirements. We are the South-West's own company, proudly delivering our services for the LA areas of Cornwall, Devon, Plymouth, and Torbay with a priority focus on those younger people in our society with SEND and SEMH issues, those at risk of NEET, and those that are NEET.

We provide support to vulnerable young people, schools, colleges, businesses, and employers, through their key transition points. While we strive to deliver services that build aspiration into achievement; our greatest potential is in integrating our provision for our LAs.

Our team is motivated by the belief that support means more than a shoulder to lean on. We provide an unfaltering attention that delivers lasting, positive change. We look to provide longer-term, integrated support that sustains way beyond one-off contact. It is this commitment, and the dedication throughout CSW, that enables us to achieve fantastic results.

As a highly experienced and agile organisation, our ability to manage contracts, supply chains and frameworks enables us to create solutions to our Owners' complex regional employment and training problems.

We lead diverse delivery partnerships and provide direct services in a mix of settings collaborating with a range of partners and stakeholders, enabling delivery of complementary services through mutually supportive contracts. Additionally, we can offer information, advice, and guidance to young people, adults and businesses, providing support on a variety of levels, from light-touch to intensive, long-lasting interventions.

We are unique within the SW in that we are the only organization that we hold a database of all Year 9-14 young people across the SW peninsula. This unparalleled perspective enables us, with our local authorities, to triage the right support to young people – by us, or a partnered organization.

We aspire to work more closely with SW businesses as they look to upskill, building a mutual network that enables work experience, T-level placements and STEM opportunities for the workforce of tomorrow.

Our approach enables us to provide first-class services that:

- o Ensures all young people we interact with understand the full range of opportunities available to them;
- o Provides excellent programmes of advice and guidance, delivered by professionals with the right skills and experience;
- o Contributes, with commissioners, stakeholders and partners, to the reduction of NEETs;
- o Assists in addressing skills shortages or needs sectors or local areas that are not currently being addressed by employers, or individuals through targeted work with SMEs;
- o Identifies training and support for all eligible people, addressing the needs of disadvantaged groups in, and out of, the workplace;
- o Brokers opportunities between learners and employers; and
- o Ensures all young people up to Academic Year 14 are effectively tracked through a Client Caseload Information System (CCIS) DfE-compliant system in relation to their education, employment and training status, and destinations, in line with statutory requirements.

CSW has demonstrated the ability to derive focused, integrated and bespoke solutions targeted to have significant benefits to specific individuals, communities and elements of our regional society.

Our Team described their work in 10 words:

- *Empowering people to confidently make career decisions and life changes*
- *Practical action planning, overcoming barriers, cheerfully moving NEETs to EET*
- *Delivering information, advice, and guidance; raising aspirations to achieve outcomes*
- *Through listening, empathising, supporting, communicating, I open doors to careers*
- *Engaging the disengaged, building bridges to the hard to reach*

Our Purpose, Vision, Mission, and Values

Our purpose, vision, mission, and values have been tested in the heat of the challenges of this last year and are re-affirmed as the bedrock for our Team at CSW, guiding our strategy and decision-making.

| | | |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Our Purpose | To help build a future where every individual can contribute positively to society and lead a fulfilling life | <i>“why We come to work”</i> |
| Our Vision | Through high quality, trusted service delivery become the collaborator of choice in support of young people and adult development across the South-West | <i>“what We & Our Owners want us to become”</i> |
| Our Mission | To focus our experience, skills, and passion to inspire, develop and support people, communities and organisations make their desired positive change | <i>“how We shall set about Our work”</i> |
| Our Values | Create trust / Sustain services / Work collaboratively | <i>“delivered through Our behaviours”</i> |

Underpinning all are our values; the description of our ethics and beliefs. We continue to be held to account to our values and, demonstrating them daily as we set about our work.

| Values | Behaviours |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Create trust | ... through our clear & consistent approach, engaging & empowering our people, recognising their valued contributions with celebration |
| Sustain services | ... responsibly, with integrity, ethically & with a commitment to equity |
| Work collaboratively | ... in a professional, reliable & responsive manner seeking opportunities for continuous improvement & mutual benefit |

Social Value

CSW will focus more on social value, stemming from both our own direct delivery and that from within our supply chain. We believe this shift of emphasis, of thinking, and ultimately of activity aligns with both our Owners’ and young peoples’ aspiration for us.

Strategic context

The post-pandemic, post-Brexit, South-West peninsula remains a region still dominated by uncertainty. Funding for support programmes and the people sufficiently skilled and experienced to deliver them are both in short supply, meaning that alignment of programmes and collaboration between teams in delivery is key to growth.

Our own fiscal challenge post Teckal persists, and we continue to prepare for post-Brexit EU funding reductions in revenue, adopting a cost transparency and reduction programme while seeking delivery efficiencies. Exploiting our Teckal position in the future remains critical to CSW's success and we shall conduct better long-term joint planning with our Owner LAs.

Strategy is, by its nature, long-term in its outlook. So, having established a clear strategic intent last year it is unsurprising that our broad approach this year remains the same over the planning period.

Last year we focused on 'what' we do, 'who' does it & 'how' it's done. The strategic focus this year is on deepening relationships: with our people; our local authorities; our collaborating partners; and, of course, with the young people at the heart of our work – to the benefit of all.

In doing so, we shall maintain our commitment to Owner value for money, conducting a review of the cost structure of our organisation developing opportunities for, and delivering, change where appropriate.

Three strategic actions

- Align our services to our LAs' burgeoning young people focused requirements (pivoting as necessary to deliver any new programmes or capabilities that are needed)
- Further develop our Team's individual staff (expanding wellbeing, strengthening social cohesion & improving skills)
- Reinforce our collaborative approach (deepening existing relationships, developing new ones, assuring a sustained future)

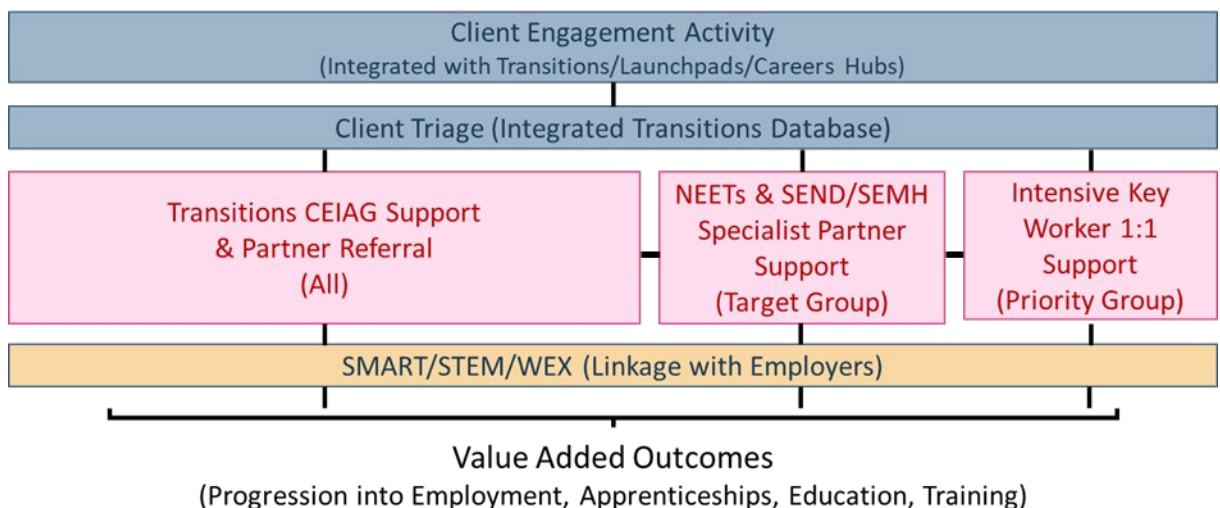
Our Collaborative Strategy

To ensure much better co-ordination between differing young people-facing support organisations, we aim to work with LAs to develop long-term plans focused on co-ordinating local support utilising our unique peninsula-wide post-16 database derived through statutory tracking to maximise the value of LA regional resource allocation. Joint planning between CSW and each LA will be essential to ensure the right service is developed and delivered, and enable LAs to exploit CSW ownership.

The provision of a central triage system enables the most suitable support to be targeted for each vulnerable young person. The most vulnerable young people in our Region will need more specialist support from either our own key workers or our collaborative partners to remove or reduce their barriers to either tertiary education/training or the world of work.

Our wider familiarity across the Regions and our experience with businesses on activities such as training support for, and work experience with, employers enables us to understand the local marketplace for employment, especially employers' barriers to engagement, promoting real opportunities for young people particularly the more vulnerable.

Our collaborative model



Pivoting to meet LAs' Future Needs

It remains essential that, as an organisation owned by the SW's local authorities, we remain aligned to the needs of our Owners, and relevant to the communities they serve.

Supported Internships

We can see an early shift for CSW into the opportunity space of supported internships. We have the transferrable experience, expertise, and relationships that could be moulded into a solid foundation for kick-starting supported internships across the SW peninsula:

- Deep expertise in delivery of CIAG
- The aptitude to work with SEND/SEMH young people
- Strong working relationships with 6th forms and colleges
- Insight from working with local employers, delivering work experience and co-ordinating training for employees

Mentoring Support

Another potential vacant space is education and/or community-based mentoring for those not in mainstream education which could be extended to preventative work for those not attending/at risk of exclusion. This includes those who are home educated as well as those attending alternative provision who may need support to access a full range of services and provision. Our experience in this type of role includes:

- Considerable proficiency in delivery of mentoring support within current and previous contracts
- Demonstrable capability working for vulnerable young people
- Existing relationships with schools and colleges and providers

Supply Chain Management

We have a track record in the successful contract management of local supply chains often incorporating SME and VCSE organisations. Examples include COMPASS, SMART Skills, #Focus5, and multiple ESFA ESF projects. We recognise that LAs do not always have the capacity to manage supply chains which can lead to underperformance and sometimes project failure. CSW provides robust governance in performance management and procurement ensuring quality assurance and compliance in contract delivery. We also help develop the capacity of the supply chain organisations we work with, for a better future.

Our Strategic Goals

As stated last year, our changes will not be completed overnight and will be the subject of sustained focus across our planning horizon. This year sees a continuation of this work. Our persistent strategy is enabling us to be clear about our goals and these build upon a similar set from last year.

1. Provide consistent, high-quality services across all contracts to agreed budgets, delivering value for money and social value for our LAs and local communities
2. Support our staff's physical and mental health, and wellbeing while safeguarding the children and vulnerable adults whose lives we interact with
3. Maximize and exploit opportunities for collaboration and growth, returning to overall solvency
4. Reduce overall cost of ownership, and improve business efficiency through, inter alia, the adoption of technology or other innovation
5. Plan the pivot required to deliver LA services required in the future
6. Further understand and reduce our environmental impact

Last year we prioritised the first three strategic goals, this year sees us able to expand our ambition aligned to our *triple bottom line* approach. High quality service delivery, and focussed support to our staff (*our people agenda*), together with the maximising of collaboration remain our bedrock – all positively achieved last year. This year we aim to seek ways in which we can reduce the overall cost of ownership to our local authorities, maximising value (service and social), through either our own cost reduction, or through integration benefits, all the while considering the needs of our own Team (*our prosperity agenda*). Added to this, we aim to introduce our plan to achieve Net Zero within the same timeframe as our owner authorities (*our planet focus*).

The new approach to risk management undertaken last year will also enable us to focus our audit approach and prioritise management action across the planning cycle in a way unavailable to us previously.

Objectives; Milestones for the delivery of Goals

Our service delivery targets were met in very large measure across our contracts last year, with Commissioners universally commenting positively, not only on what had been achieved but in the manner in which services had been delivered. When reviewed through multiple external audits our services were evidenced to meet each exacting standard.

Measuring our progress remains important to CSW and our stakeholders and, to ensure, we can effectively monitor trends, many measures will remain the same.

Some of our objectives are relatively short, sharp and to be delivered against in the very near future. Some are longer-term objectives and will still be very much works-in-progress as this next performance year ends.

Consistent, high-quality services

Plans:

- 1 Deliver contracts to agreed budget and KPIs; reviewing PIs with Commissioners for relevance
- 2 Demonstrate consistency of process adherence across the Regions, improving and amending processes as required maintaining suitable quality standards
- 3 Provide focus on delivery of Customer Satisfaction to Commissioners
- 4 Meet/maintain professional quality standards

Measures:

- 1.1 *Contractual KPIs - on COSMIS*
- 1.2 *Contracted budget*
- 2.1 *Internal & external audit completion to plan with <3 non-conformances*
- 2.2 *Establishment of continuous improvement framework & mechanism*
- 3 *Improved Customer Satisfaction from baseline derived in FY23*
- 4 *Maintain Matrix and ISO 27001 accreditations*

Improve efficiency, reducing cost

Plans:

- 1 Conduct zero-based cost review
- 2 Conduct regular performance contract reviews examining for deliveries non-funded & other process waste

Measures:

- 1 *Cost review delivered*
- 2 *Monthly reviews complete*

Promote staff development

Plans:

- 1 Construct and agree Training Plan component of People Strategy to close skills gaps (across single year where practicable)
- 2 Determine training provision and deliver targeted training, prioritized for optimum business effect
- 3 Review approach to performance and potential appraisal, and delivery of feedback

Measures:

- 1 *Training plans agreed with each staff member*
- 2 *Training plans delivered with each staff member*
- 3 *Review completed*

Strengthen recognition/retention/recruitment

Plans:

- 1 Strengthen physical & mental health, and wellbeing plans within People Strategy
- 2 Exploit recognition & reward policy within People Strategy
- 3 Develop differing recruitment strategies pertinent to individual roles as necessary

Measures:

- 1 *Staff Wellbeing framework constructed, and activities delivered as planned*
- 2 *Recognition & reward process established & embedded with staff recognised monthly by peers &/or managers*
- 3 *Successful recruitment*

Encourage collaboration, growth and promote solvency

Plans:

- 1 Conduct regular joint planning workshops with Commissioners by region and Owners' Group across the region
- 2 Ensure regular staff engagement
- 3 Deepen relationship with Unison, our recognised trade union
- 4 Deepen relationships with partners using collaboration canvas

Measures:

- 1.1 *Sessions completed as planned*
- 1.2 *Joint long-term plans developed*
- 2.1 *Employee Voice sessions completed as planned*
- 2.2 *Annual staff survey and annual staff away-day completed as planned*
- 3 *Quarterly meetings held*
- 4 *Improvement measured on collaboration maturity matrix*

Understand & reduce environmental impact

Plans:

- 1 Determine improved model for environmental footprint
- 2 Deliver against agreed sustainability policy and plans
- 3 Derive Net Zero strategy

Measures:

- 1 *New carbon footprint model*
- 2 *Plans delivered*
- 3 *Publish Net Zero strategy*

Deliver social value

Plans:

- 1 Determine what constitutes social value from our, and our stakeholders', perspective
- 2 Build measurement approach for our social value
- 3 Deliver social value to agreed plans

Measures:

- 1 *Agreed social value framework for CSW*
- 2 *Social value measures*
- 3 *Publish social value in annual report*



Current services for Young People

Transitions

Working across the peninsula to support young people to make successful transitions into employment, education and training.

We have two teams across the geography, one team is accountable for the delivery in education settings, namely with SEND and vulnerable groups and one team works in the community to support NEET young people.

We also monitor and track the destinations of young people, to reduce the number of not known young people to the lowest possible number

In the last year across Cornwall, Devon, Plymouth and Torbay we recorded in the region of 30,000 contacts with young people, and supported over 2,300 NEET into education, employment or training.

Providing high quality advice & guidance enabling young people to make successful transitions

Somerset Tracking

Our Client Relations Team work hard to support Somerset County Council to meet their statutory duty to support all young people aged 16-18 (Academic age 12 and 13) to participate in education or training.

Every year CSW contact young people, normally by telephone, who have left statutory school to see whether they have continued in education, have moved into employment or whether they need any support to access education or employment. Any young person not in education, employment or training will be signposted to relevant organisations to support in accessing opportunities.

Tracking young people through their transition points, supporting them to move forward

Cornwall SENDIASS

Providing free, confidential and impartial information, advice and support across Cornwall.

We work to empower children, young people and parents/ carers of children with special educational needs or disabilities by ensuring they have the information, confidence and support needed to make informed decisions. Encourage good working relationships between parent/ carers, children, young people, education providers, the local authority and other agencies. We also work to support schools and other agencies to continue to develop good working practices in relation to SEND.

Advice is given over the phone, online and in person (covid-19 compliant).

Empowering young people and parents /carers of children with SEND (special educational needs & disabilities)

#Focus5

A unique programme for those aged 15-18 who may be struggling to move on in life, across Devon, Plymouth, Torbay and Somerset.

Working to develop the 5 key skills identified by employers:

- Communication
- Customer Service
- Organisation
- Problem Solving
- Teamwork.

The programme is key worker led and young people access a variety of different types of support and activities.

Providing unique and flexible 1-1 support for at-risk young people across the Heart of the South-West LEP area.



COMPASS

A partnership of 11 providers across Cornwall and the Isles of Scilly, led by Cornwall Council, managed by CSW and funded by the European Social Fund, enabling Young People, including those with SEND (special educational needs and disabilities) and SEMH (social, emotional and mental health) requirements aged 15-24, to develop the resilience, employability skills and labour market intelligence to make informed choices around access to education, employment and training based on their interests, skills, abilities, and the needs of the labour market.

COMPASS offers a flexible, person-centred approach to supporting young people who are NEET (not in education, employment or training) or at risk of NEET.

Supporting young people whose SEND (special educational needs & disabilities) and/or SEMH (social, emotional & mental health) issues present a barrier to their progression





Current services for Education Providers

STEM Experiences

We manage the South-West Peninsula STEM Ambassador Hub (covering Devon and Cornwall). This is one of 17 Hubs across the UK that manage the 33,000 nationally registered STEM Ambassadors.

STEM Ambassadors are an important and exciting free of charge resource for teachers and others engaging with young people inside and out of the classroom.

Ambassadors offer their time, knowledge and enthusiasm to help bring STEM subjects to life for young people aged 5-19.

CSW also manages the STEM Enrichment Partnership across the South-West region; a STEM Learning programme that provides a range of enrichment experiences for students and CPD support for teachers. This includes the Nuffield Research Placements programme, ESERO UK resources and Space education, and STEM Club support.

Supporting educators to open the door to STEM careers and experiences

Careers Education & Investor in Careers

Supporting schools and colleges to meet the 8 Gatsby Benchmarks for careers education. These services to education are funded directly by commercial sales to schools.

We offer personal guidance sessions with level 6 qualified or actively working towards career development consultants across the South-West who are registered with the CDI, as required by the statutory regulations. They work with young people to better understand their individual needs and help them locate ambitious education and career options.

The Quality in Careers Standard through Investor in Careers is delivered nationally. It is designed as a development and external assessment framework for accrediting the highest quality Careers Education Information Advice and Guidance (CEIAG) provision.

Bringing high quality careers education, information, advice and guidance to young people across the region

Work Experience

Work experience provides a crucial opportunity for the development of vital employability skills. It can take place at any point, but for most it's something which happens during secondary school. For many that week or two will be the first taste of working life.

For all it is a valuable experience; developing employability skills is essential alongside traditional academic qualifications to help prepare for life after school, college and university.

We are committed to provide a work experience service that supports young people, schools, colleges and businesses to work together to achieve meaningful and safe work experience as simply as possible.

Experienced personnel within our Work Experience Liaison Officer team, trained to IOSH and/or NEBOSH level, undertake duty of care checks with employers for work experience placements to ensure they are assessed/reviewed as suitable and compliant to provide a successful student placement location.

This provision is part of our commercial arm, all activity is paid for by schools. Devon County Council have provided a fund to support this work in the county.



Raising the aspirations of young people through meaningful workplace experiences



*Current services for
Employers
&
Adults*

Healthworks for Cornwall

An ESF Funded project across Cornwall, led by the Cornwall Development Company.

CSW are a subcontractor operating in the Atlantic to Moor area. The project will support anyone who has a health-related barrier and has been unemployed or inactive for over 26 weeks (or less if they also have a barrier returning to work).

CSW will be providing pre-employment support including careers advice and guidance. The support will help identify strengths, build self-confidence, identify barriers to progression and develop employability skills. This support will be delivered through a blended approach of virtual and face to face delivery both individually and where appropriate small groups.

Supporting adults in Cornwall to move closer to the labour market



SMART Skills

An ESF funded project, across Plymouth, Devon & Torbay, providing support to employers to upskill their staff and grow their business. The project will also support unemployed individuals to gain additional skills and move forward in the labour market.

Working with 6 partners there is a wide variety of activity on offer, including L4/L5 qualifications, taster days, digital skills workshops, entrepreneurial skills and apprenticeships. The project will also enable the creation of a Skills Hub for the area.

CSW Group are managing the delivery of the service on behalf of Plymouth City Council.

Supporting employers across Devon to grow by accessing training and opportunities



Our Partners

We'd like to acknowledge the superb efforts of our partners in supporting the sustained delivery of our vital services and look forward, with them, to further deepening our strong relationships.

We'd especially like to note the 22% increase in new partners joining CSW this last year, who have added so much in a short space of time.

Art Makers Bournemouth Churches Housing Association (BCHA) Carefree Chaos
City College Plymouth CMT Services Cornwall Education Business Partnership
(Cornwall Council) Cornwall Marine Network Cornwall Neighbourhoods for Change
Cosmic Creative Kernow and Eden Project CTSW Skills Limited Focus Training
Functional Skills UK Groundwork London Groundwork South Hair @ The Academy L
Can Do That! Learn Devon (Devon County Council) Motiv-8 SW Ltd On Course
South West Pentreath Petroc Plymouth Argyle Community Trust Real Ideas
Organisation Sound Gallery South Devon College Take Art Tempus Training Tops
Day Nurseries (Aspire Training Team) University of Exeter Urban Biodiversity V
Learning Net Weymouth College Whitehead Ross Education and Consulting Wings
Charity Young Devon Young Somerset

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CSW Group



CSW_Group



CSWGroupUK



Create trust / Sustain services / Work collaboratively

*Building brighter
futures*

Building
Brighter
Futures ...