|  |  |
| --- | --- |
| Logo, company name  Description automatically generated with medium confidenceSTRATEGIC pLAN 2021-2025  | RICHARD STEAD  |

**TOGETHER WE CAN SUCCEED (TWCS) CONSORTIUM OF COMMUNITY INTEREST COMPANIES – STRATEGIC PLAN**

**2021-2025**

**Introduction:**

Together We Can Succeed (TWCS) is a collective title given to the consortium of 3 Community Interest Companies (CIC) operating at Merryhue Farm. This strategic plan aims to identify and support linkages between activity associated with the TWCS consortium of CICs; namely TST (South West), Work Skills South West (WSSW) and Battling-On.

The tenets, enshrined by Companies House, for all activity undertaken by CICs are threefold, they are:

**Social**: CICs must focus on social objectives where all activity is undertaken for the public good.

**Economic**: CICs are essentially non-profit making organisations where any surpluses are reinvested in the business or in the community, rather than to maximise profit for shareholders and owners.

**Community**: CICs are focused on empowering local communities where development and inclusion become integral facets of success.

The 3 CICs within the TWCS consortium perform differing but complementary, linked functions. TST(SW) performs all functions related to education provision. Whilst this is predominantly delivered to 15-25 year age groups, there are groups from other CICs which take advantage of TST education provision as an integral part of their courses or programmes. In addition to providing community links WSSW is largely responsible for the development and delivery of work-based placements to all programmes across the consortium. Finally Battling-On provides the CIC overarching responsibility for the majority of the veteran’s activity and project work undertaken by the consortium.

A Memorandum of Understanding (MOU) exists between the 3 CICs in support of this, and all other TWCS activity which details the linkages and responsibilities for differing provisions within the consortium.

TWCS has continuously actively sought to build external links with local, regional, and national organisations. Locally we are represented on Inter-Agency link meetings and Social Prescribing development groups, and additionally were invited to provide representation to, and latterly chair, the Cornwall Voluntary and Community Sector Forum. Regionally, TWCS works closely with Cornwall, Devon, and Plymouth City Councils and has developed national links to a number of organisations including the Confederation of Service Charities (COBSEO) and the Armed Forces Covenant Trust Fund.

Furthermore, as part of the development of a rural community hub TWCS has consciously built upon local partnership work. Strong links now exist with:

Cornwall County Council

Devon County Council

Plymouth City Council

Tamara Project

Tamar Valley Area of Outstanding Beauty

Tamar Grow Local enterprise scheme

Drawn to the Valley CIC

Pentillie Estate

China Fleet Country Club Saltash

Age UK (Cornwall)

Pentreath

Volunteer Cornwall (East)

Improving Lives Veteran’s Hub (Plymouth)

SSAFA

Callington, Liskeard, and Launceston Primary Care PPGs (NHS)

NHS Cornwall East and North Link Workers and management teams.

Cornwall and West Devon Memory Cafes

**COVID and its impact on TWCS**

Whilst it is hoped the impacts of the COVID pandemic will be transient, it is important to recognise that it has resulted in an enormous and continuing impact on public health and permitted behaviours, has curtailed many forms of social activity, and further impacted upon large swathes of national economies both in the short and undoubtedly medium term. As a result, it is anticipated the continuing legacy of COVID will be central in setting the conditions for TWCS operations over the period of this plan and perhaps beyond.

It is very apparent that there has been a knock-on effect at the community level where increases in poverty and deprivation have become more widespread. The continuing lack of, or delays to, available support from some external organisations has manifested in a significant increase in referrals across all areas of TWCS activity, with no current prospect of reduction. In addition, the complexity of challenges across our service users has escalated. Planning for future activity and investment must therefore take account of this and build in suitable and appropriate response.

The TWCS consortium of CICs has, to date, been well placed to react to this demand. Agile and responsive, TWCS, in collaboration with other organisations has taken up the mantle and met the increasing demands generated. This has required a level of concurrent activity and co-ordination not previously encountered within the consortium and has placed a significant stretch on resources. As a result, TWCS has diversified into areas of community activity and forged partnerships that will stand us in good stead in the longer term.

We have the ability to think, adapt and innovate with agility, crucial to TWCS ongoing development; as is the strong and co-operative relationship between the TWCS and its collaborative partners. We cannot know now what the longer-term impacts of the Covid crisis will be, but we need to be in a position and poised to take advantage of opportunities and to maintain a strong ‘shop window’ of attractive offerings for our service users and community group associates alike.

Notwithstanding this, we firmly believe that our strengths and maturing collaborative partnerships will enable us to continue to advance and develop our ability to provide an increasing range of education and support to our service users.

**Vision**

The vision for all TWCS strategic activity is enshrined as follows:

**To become the preferred partner in East Cornwall for provision of specialist education, vocational skills training and support to young people and adults, and Armed Forces Veterans to enable them to maximise their potential.**

Fundamentally, we are committed to maintaining and increasing the scope of our activities for our service users, within the boundaries of our strategic themes, whilst developing stronger community links and retaining a clear focus on quality. The Service Users lie at the heart of everything TWCS and its partner organisations do, and remain the focal point of our decisions, operating policies, practices, and project development programme.

We have identified four key strategic Lines of Development to our activity as follows:

1. Education:- Continually improve our delivery of high quality educational and support pathways, individualized to our service user’s needs and delivered in the most appropriate manner to achieve sustainable results.
2. Community:- Become acknowledged as the recognized, participative local area rural community hub.
3. Integration:- Become the key partner in bridging the gaps between education, community, support, and social care providers for the benefit of our service users to provide stronger outcomes.
4. Environment:- Ensure that, in all activities the TWCS consortium undertakes, that we work towards achieving and sustaining a net zero impact in environmental terms whilst supporting the local community to meet all environmental statements, both local and national.

We will aim to enhance the breadth and scope of our activity recognising that:

1. We are focused strongly on community and individual outcomes, although we will, where appropriate, provide solutions to address identified wider community needs.
2. We are a facility which is accessible and relevant to the needs of all our service users.
3. We have a large site footprint, with several differing environments, and we will plan to make the best use of this.
4. We will continue to maintain and modernise our existing facilities in order to provide excellence and quality in all we undertake for our Service Users.

Based on the above assessment, our strategic priorities are grouped under four key themes:

1. Supporting Community recovery and restoration.
2. Providing excellence in provision to our Service Users and, where appropriate, growing their number and site usage.
3. Ensuring that TWCS business across the CICs remains, successful and focused on individual outcomes within community needs.
4. Providing high standards of Governance and Financial Management



R A Stead

Business Development Manager



Nikki Markham

Founding Director

Dated 25 November 2021