

Our Strategy

2019-2024

One Organisation. One Team. Changing Lives.



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One Organisation. One Team. Changing Lives.

CXK is an organisation dedicated to transforming the lives of young people and adults across the South of England; providing support, advice and guidance to help them move forward positively and improve their life chances.

High quality support and engagement lies at the heart of our CXK mission to inspire people to thrive. Our three key pillars of work: Information, Advice and Guidance; Targeted Support; and Training and Development - enable us to design programmes of engagement that focus on the real needs of beneficiaries, tackling their challenges and addressing new approaches and strategies to assist them in maximising their potential.

CXK is operating in an increasingly complex world where demands for services continue to rise whilst the resources that we need to deliver those services continue to be stretched. It's this complex environment that this strategy seeks to address, so that we can continue to transform the lives of individuals across the South of England.

The provision of the highest quality service and support will remain our central focus,

and to succeed we will adapt what we do, and how we do it, to ensure that we continue to deliver the services people need, in the way that they need them.

We will achieve financial sustainability, grow our networks, nurture and develop our people, develop services old and new in response to the needs of our beneficiaries, and invigorate and improve the awareness and understanding of CXK. In doing so we will enhance and strengthen the quality and impact of all our services.

The impact we make on tens of thousands of beneficiaries every year would not be possible without the professionalism and commitment of our wonderful staff, volunteers, management and Trustees. We look forward to supporting and empowering them to strengthen their roles for CXK's continued success and improvement.



Pauline Smith

PAULINE SMITH
Chief Executive



Dick Fedorcio

DICK FEDORCIO OBE
Chair of Trustees



Building a Future of Optimism, Sustainability and Growth

Many charities face an unsettled future as concerns over reduced funding opportunities, policy changes, Brexit and technological changes persist - generating an environment of turbulence and instability.

Demand for services has risen, particularly from beneficiaries with most need. The wider charity landscape has been wounded by some negative high profile media coverage. This together with the backdrop of public funding decline, targeted payment by results contracts and fewer realistic or appropriate business development opportunities means the journey we travel has become more demanding.

The number one priority for CXK's Executive Team and the Trustee Board has been to "steady the ship" and implement tough strategic decisions to safeguard CXK through these challenging times, strengthening our position moving forwards.

The new strategy that we share with you here will shape and inform our work and priorities into 2024.

It reflects our understanding of the challenges that the voluntary sector still

faces whilst striving positively ahead with our invigorated plan of vision, change and innovation.

The pace of change continues to accelerate across the voluntary sector and we will need to be responsive and flexible in an ongoing period of uncertainty, instability and fragility.

This is an exciting period for CXK as we refocus our efforts and energies on both local delivery of our services and the bigger picture. We will celebrate our vital role in developing civil society and the contribution we can make to individuals and in building the future of a stronger society.

It is an important time for ambition, innovation and determination in our quest to support and empower individuals within our communities.



"CXK really helped me to work out what I wanted out of life, and helped me build my confidence so I could get into work."

"CXK got me ready for situations that I might come across, like interviews, jobs and volunteering. They helped me to find my next steps."

Our Aim

To ensure that CXK continues to grow, diversify and develop in response to the changing needs of our beneficiaries and the changing landscape in which we work.



We will build on change and harness the momentum we have generated to further develop and strengthen our provision, delivering transformation and inspiring more people to thrive.

We will deliver social change by influencing policy, attitudes and understanding, working closely with government, businesses, partners and communities to enhance our impact.

By 2024 we will be the 'go to' charity for issues relating to support and guidance for education, training and employment across the South of England.

By 2024 we will be integrated into the hearts of communities, promoting and embedding the understanding and impact of our services for young people and adults.

We will achieve this by working towards six strategic objectives over the course of the next five years, working with our beneficiaries, their families and our partners to help build positive futures for individuals and stronger communities.

We will ensure that our beneficiaries are supported and empowered to be the best they can be, now and in the future.

Mission, Vision & Values

CXK’s mission, vision and values are closely aligned with our strategy; providing us with a clear purpose to meet today’s challenges and develop positive futures – for the organisation and our beneficiaries.

MISSION

Inspiring people to thrive.

VISION

Through support and guidance CXK will empower individuals and strengthen communities to access what they need to maximise their potential.

The CXK Way...
Our Values

Passionate

We reach out enthusiastically to all who need us.

Efficient

We listen, we act.

Transparent

We speak out, we share.

Integrity

We are honest and reliable.

Resilience

We never give up.

Innovation

We inspire and improve.



“CXK made me feel confident again and gave me the determination to succeed.”

Our Strategic Objectives

STRATEGIC OBJECTIVE

1

Our Impact, Brand and Engagement



We will...

- Strengthen and embed a broader range of impact measurement data.
- Raise awareness and understanding of CXK, its work and services through high quality communication, national and local media and online/offline marketing channels.
- Improve the marketing of provision to maximise engagement, and the breadth and scope of delivery models.



We will achieve this by...

- Proactively gathering evidence in line with our Impact Framework, and sharing it with key stakeholders.
- Enhancing the internal profile of Marketing, and staff's understanding of the CXK Way, and internal communications, through staff workshops and training.
- Raising the awareness and understanding of CXK by communicating through a range of marketing channels, engaging with stakeholders and the media.
- Improving the marketing of provision and promoting engagement through diverse studies, social media, and enhancing our engagement with employers, partners, stakeholders and new customer groups.



STRATEGIC OBJECTIVE

2

Our Focus



We will...

- Enhance the identification and understanding of local demand and areas of disadvantage to support related beneficiary and community challenges.
- Place all beneficiaries at the heart of developing all services.
- Advocate strongly for individuals' access to education, employment, training and support; championing their needs with central/local government and stakeholders.



We will achieve this by...

- Using local data to understand and explore causes of deprivation so that we can effectively target our services.
- Developing our delivery models to reach new and relevant customer groups.
- Consulting our service users to help us develop and improve our services.
- Building on the diversity and skills of our Board of Trustees.
- Developing our role as a member of Careers England and enhancing our engagement with provider and stakeholder networks across the South of England.

STRATEGIC
OBJECTIVE
3

Our Financial Sustainability



We will...

- Strengthen and retain current contracts.
- Identify and assess diversified funding opportunities, exploring growth, business development and extended geographical footprint.
- Deliver economy and efficiency across all provision and areas of expenditure.



We will achieve this by...

- Continuing to embed a culture of financial viability and value for money.
- Securing funding and sponsorship.
- Maximising returns from our assets.
- Exploring growth and development opportunities.
- Remaining committed to transparency in how we raise and spend our money for the maximum impact for our charity beneficiaries.



STRATEGIC
OBJECTIVE

4 Our Excellence



We will...

- Enhance and strengthen the delivery, performance and outcomes of all services and provision.
- Work positively to build and nurture an environment of continuous improvement.
- Increase and prioritise the integration of digital tools and technology.
- Broaden the range of audit, observation and evaluation practices.
- Achieve excellence in charity governance and best practice.



We will achieve this by...

- Successfully mobilising and embedding new contracts.
- Achieving or exceeding all service KPIs.
- Implementing and retaining accredited frameworks such as Ofsted, Quality Assurance, Matrix and Cyber Essentials Plus.
- Developing and enhancing digital tools across all delivery - including the development of an online video employment portal.
- Developing evaluation, audit and observation frameworks as necessary across all services.

STRATEGIC
OBJECTIVE

5 Our People



We will...

- Build on the strengths and diversity of our workforce, Trustees and volunteers.
- Substantially increase the number of active volunteers and mentors supporting our work.
- Build on Continuous Professional Development (CPD) and enhance our training programme initiative.
- Achieve external endorsement and accreditations.



We will achieve this by...

- Developing a volunteer strategy and implementing an employee volunteer programme.
- Recruiting and training staff to enhance front line services, and reviewing opportunities for apprentices and work placements for beneficiaries.
- Becoming a Mental Health First Aid employer.
- Achieving Disability confident status.





STRATEGIC
OBJECTIVE

6 Our Partnership



We will...

- Build on partnerships to enhance the delivery of co-ordinated services.
- Increase targeted collaborations and breadth of relationships to support the work of CXK.



We will achieve this by...

- Continuing to work closely with local and central government agencies to promote and deliver exceptional services and inform policy developments in our field of expertise.
- Utilising effective planning and data analysis to increase targeted collaborations and partnerships to enhance and strengthen our provision of services across the South of England.
- Developing partnership links with organisations delivering similar services to co-design services and share best practice.
- Building strong relationships with prisons across Kent, Sussex and Surrey.
- Developing corporate partnership and patrons initiatives.
- Developing evaluation, audit and observation frameworks as necessary across all services.



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