

# BUSINESS PLAN

2017 – 2020

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*“Breaking the Cycle  
Improving young lives”*

**Patron:  
Colonel Edward Bolitho  
Lord Lieutenant of Cornwall**

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Charity Registration Number: 1169622  
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# Contents

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Section	Title	Page
1.	<p style="text-align: center;"><b><u>Executive Introduction</u></b></p> <p>White Gold Cornwall Foundation (WGC) provides one to one support for children, young people and young adults throughout Cornwall and the Isles of Scilly many of whom have failed to engage with other organisations and services and often lack aspiration or an insight as to how their lives might be enhanced.</p> <p>WGC is unique in providing a non-judgmental but realistic approach that is tailored to individual needs for young people aged 7 – 30 years. We will never turn away anyone due to lack of funding.</p> <p>Our ethos is founded on a “can do” approach that is fully adopted by our all workers who frequently “go the extra mile” in order to realise objectives.</p> <p>Forming a trusting relationship is an essential element of our work and we consider the personalities, interests and background of individuals and allocate workers with the most appropriate skills, experience and personality to develop such a relationship. Meeting parents and carers enables us to discuss the support that we are offering and provide the opportunity to encourage them to be involved in meeting objectives.</p> <p>White Gold Cornwall contributes to genuine public safety for the people of Cornwall and the Isles of Scilly.</p>	
2.	<p style="text-align: center;"><b>MISSION, VISION AND VALUES</b></p> <p><b>Mission Statement:</b></p> <p>Our aim is to <b>break the cycle</b> of young people’s negative and destructive behaviour in order to enable them to reach their full potential and improve their well-being.</p> <p><b>Our Vision:</b></p> <p>Every young person will thrive and have self-worth and will live in a safe community.</p>	

	<p><b>Our Values:</b></p> <p style="text-align: center;">Respect Fairness Honesty</p>	
3.	<p style="text-align: center;"><b><u>Our Organisation</u></b></p> <ul style="list-style-type: none"> <li>○ White Gold Cornwall started as a Pilot Project in St Austell in 2003 targeting youth offenders to reduce offending.</li> <li>○ 2010 White Gold became a Community Interest Company due to changes in public funding.</li> <li>○ 2017 White Gold founded as a Charity under charity registration number: 1169622 and recognised by HMRC and all relevant bodies and is regulated by the Financial Conduct Authority (FCA).</li> </ul> <p>Our work includes supporting, guiding and, if appropriate, challenging young people who;</p> <ul style="list-style-type: none"> <li>- Are vulnerable or at risk.</li> <li>- Present unacceptable or challenging behaviour.</li> <li>- Are excluded from, or failing to engage in, education</li> <li>- Lack confidence, self-esteem and/ or social skills</li> <li>- Are involved, or at risk of becoming involved, with the Criminal Justice System</li> </ul> <p>We aim to improve mental and physical wellbeing, highlight potential and provide alternative views in order to enhance life opportunities to benefit individuals, their families and local communities.</p> <p><b>Uniqueness of White Gold Cornwall:</b></p> <ul style="list-style-type: none"> <li>● Range of age – 7 years to 30 years old</li> <li>● Non-Judgmental</li> <li>● Realistic</li> <li>● Individually tailored</li> <li>● Information Sharing Protocol with Devon and Cornwall Police</li> <li>● Advocacy</li> <li>● Home visits</li> <li>● Access to free legal advice for debt and welfare matters</li> </ul>	

We support people regardless of their:

- Circumstances
- Gender
- Sexual orientation
- Race
- Religion or belief
- Disability
- Age
- Behaviour
- Mental and/or physical health

**Objectives:**

- (a) To act as a resource and advocate for young people up to the age of 30 years old living in Cornwall and the Isles of Scilly.
- (b) To promote social inclusion for the public benefit by preventing people from becoming socially excluded.
- (c) To address the needs of those young people who are socially excluded.
  - For the purpose of this clause “socially excluded” means being excluded from society, or parts of society, as a result of one or more of the following factors: child sexual exploitation; unemployment; financial hardship; youth; well-being (physical or mental); substance abuse or dependency including alcohol and drugs; poor educational or skills attainment; cultural/religious belief; relationship and family breakdown; refugee status; crime (either as a victim of crime, as an individual at risk of becoming involved with the Criminal Justice System or as an offender rehabilitating into society). The above is not an exhaustive list and White Gold Cornwall will adapt to the changing needs of society.

Our current services for young people include:

- Tailored mentoring, advice, support to gain self-esteem, positive life skills and participation in society;
- Organising and referring to programmes of physical, educational and other relevant activities.
- Liaising with statutory organisations and other agencies on behalf of young people.
- Restorative Justice.
- Supporting offenders while seeking help with NEET and accommodation
- Help and assist victims of crime, upon referral from the Victim

	<p>Care Unit Co-Ordinator and offer practical help with housing needs, re-integration into society, emotional support due to the crime and assistance on all levels to meet the individual needs of the victim.</p> <ul style="list-style-type: none"> <li>○ Since the reduction of civil Legal Aid in England and Wales from April 1<sup>st</sup> 2013 certain areas of law are not eligible for public funds. These areas include welfare benefits and debt. The nearest Law Centre which offers free legal advice is Bristol which can be a three hour drive from parts of Cornwall. The Citizens Advice centres throughout the County have experienced substantial funding cuts at the same time as growing demand for legal advice.</li> </ul> <p>White Gold is now working closely with one of its Partnership Agencies namely the Dracaena Centre in Falmouth which currently runs a free legal advice clinic, via skyping lawyers based at the Legal Advice Centre in London, for local people with welfare benefits and debt problems.</p> <p>White Gold staff are specifically trained how to access and support their clients to receive this free legal advice in relation to debt and welfare issues.</p>	
4.	<p style="text-align: center;"><b><u>Current Socio/Economic Indicators</u></b></p> <p>Cornwall has a unique environment. It is a beautiful and relatively safe place to live. There is wealth close by to poverty and real deprivation. Our business case focuses on vulnerable young people and young people in need. Snap shots and bullet points do not convey the cumulative complexity of their lives. Poverty, debt, poor housing, poor physical health and mental ill health often go hand in hand.</p> <p>The Needs Assessment attached in Appendix 1 provides evidence that White Gold’s mission and objectives match the identified needs of the County. We will continue to monitor the needs of young people and their families and adapt our services accordingly.</p>	
	<p style="text-align: center;"><b><u>Challenges:</u></b></p> <p>These challenges are not unique to White Gold they are common to the sector but that makes them no less relevant:</p> <p><u>“Changing national priorities, driven by a new government and a new Prime Minister, fast evolving legislation the impacts of the economic downturn and austerity measures and uncertainty regarding Brexit have had a significant impact on our communities and the delivery of services. Further substantial cuts are expected in public sector funding. The cumulative impact of reduced resources across all partner agencies is creating gaps in service provision, increasing risk</u></p>	

	<u>and limiting options for putting mitigating action in place”.</u>	
5.	<p style="text-align: center;"><b><u>Our Plans</u></b></p> <ul style="list-style-type: none"> <li>• Maintain our standards and promote the value base including raising aspirations for young people;</li> <li>• To sustain and improve current working practices and increase the volume of service delivery;</li> <li>• Seeking to secure new increased funding streams;</li> <li>• Adopt best practice;</li> <li>• Enhance Information Sharing Protocol with Devon and Cornwall Police;</li> <li>• Developing future service expansion: <ul style="list-style-type: none"> <li>• On-line/cyber bullying Pilot</li> <li>• GP referral based mental well-being Pilot</li> <li>• Prevention/Anti-Social Behaviour</li> <li>• Continue public safety with Trust 360 Project</li> <li>• Kensa Project</li> </ul> </li> </ul>	

## APPENDICES

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## Needs Assessment

Cornwall has a wide range of high quality Needs Assessments from which an understanding of the current situation, expected changes and strategies for intervention can be gained.

The bullet points below are a selection from comprehensive topic based Assessments. They are focused on the White Gold Business Plan and are not intended to represent a comprehensive description of the County.

Anyone wishing to more fully understand or follow up particular lines of enquiry should visit the source documents.

The Joint Strategic Needs Assessment. This provides a wealth of data at a Cornwall wide and local level.

<https://www.cornwall.gov.uk/health-and-social-care/public-health-cornwall/joint-strategic-needs-assessment-jsna/>

Cornwall Council Education Report. The first annual education report.

<https://www.cornwall.gov.uk/education-and-learning/cornwall-education-strategy/education-report-july-2017/>

Together for Families Needs Assessment 2015 16

<http://www.cornwall.gov.uk/media/17370104/together-for-families-needs-assessment-2015-16.pdf>

CAMHs Strategy Turning the Tide

<http://policies.kernowccg.nhs.uk/DocumentsLibrary/KernowCCG/OurOrganisation/StrategicReportsAndPlans/CAMHSTransformationPlan.pdf>

Cornwall's Vital Issues

<http://www.cornwallfoundation.com/assets/documents/Vital%20Signs/Cornwall's%20Vital%20Issues%202017.pdf>

Drugs and Alcohol Needs Assessments. Young People's Alcohol and other Drugs Needs Assessment 2015/16

<https://safercornwall.co.uk/crime-in-your-area/documents-and-publications/>

CORNWALL & ISLES OF SCILLY REDUCING REOFFENDING STRATEGY 2016-2019

<https://safercornwall.co.uk/crime-in-your-area/documents-and-publications/>

## **Background Information**

Cornwall's population estimate in 2016 was 566,750 (532,273 at the last census in 2011 and 549,400 in 2015). The population is spread over 1,376 sq. miles in total, equivalent to 404 people per sq. mile.

Cornwall has 43.7% of its population (232,416) classified as rural. By comparison, 10.5% of the total population live in predominantly rural areas in England (2011)

*Source Cornwall's Vital Issues*

**Over the next three years it is anticipated that:**

### **Finance:**

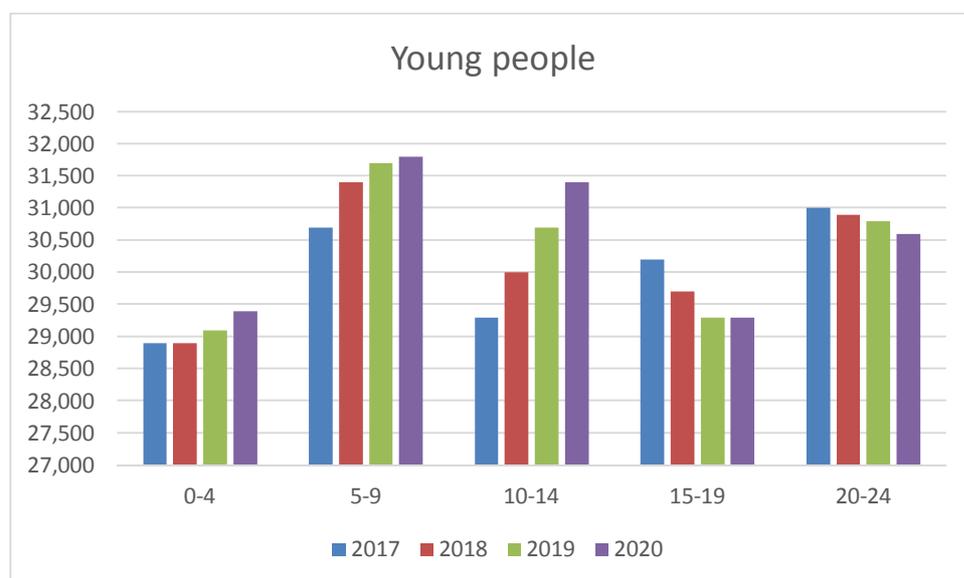
- The “austerity agenda” will continue and Public Service Finances will continue to be under acute pressure.
- EU funding for the County will cease without a comparable replacement from central government.
- Brexit will occur with an unknown impact on the local economy.
- The uniform national business rate cease and the grant from Whitehall will be phased out by 2020, The current “safety net”, which protects local area against big drops in revenue, will remain in place.

### **Delivery Landscape:**

- Increased devolution of accountability to local councils with a strong drive for local solutions to local problems. Distancing central government from “local” issues.
- Increased use of personalised budgets; allowing people to have greater control over their care and support.
- The transition of Devon and Cornwall Probation Trust into Dorset, Devon and Cornwall Community Rehabilitation Company and part of the South West and South Central Division of the National Probation Service.
- A similar merge for Devon and Cornwall Police with Dorset.
- An increase in the number of academy schools and fewer larger Multi Academy Trusts.
- Increased integration between health and social care delivery.
- Fewer small charities.

## Population:

AGE GROUP	2017	2018	2019	2020
0-4	28,900	28,900	29,100	29,400
5-9	30,700	31,400	31,700	31,800
10-14	29,300	30,000	30,700	31,400
15-19	30,200	29,700	29,300	29,300
20-24	31,000	30,900	30,800	30,600
<b>Total</b>	<b>150,100</b>	<b>150,900</b>	<b>151,600</b>	<b>152,500</b>



The data suggests an increase in children aged 0-4, 5-9 and most markedly 10-14 with reductions in older age groups.

**Source Census data**

## Education:

- 73,508 students attend 267 state funded schools. 163 are academies. There are 23 Multi Academy Trusts. 64% of children attend academies.
- At key stage 1 and 2 disadvantaged children do not do as well as they should
- There is an increasing trend in the number of young people who are being excluded from schools. During 2014/15 there has been a 21% increase (365

incidents) in the number of fixed term exclusions and a 22% (14 incidents) increase in the number of permanent exclusions. Early indications show that in 2015/16 the trend in fixed term exclusions is continuing to increase, whereas the number of permanent exclusions has stabilised.

- An increase of fixed term exclusions for children in care
- 53% of pupils with a permanent exclusion in Secondary schools in 2012/13 were SEN (with and without statements).
- CAHMs funding will reduce
- Behaviour support service has ceased.
- 2,659 children and young people under 24 have long term health conditions limiting their day to day activity
- In total, 2.6 per cent of all pupils in Cornwall have an EHC or have had a special education needs (SEN) statement.

*Source Cornwall Council Annual Education Report July 2017*

*And Together for Families Needs Assessment*

## **Mental Health:**

- There has been an average of between 16 and 17 people per month in NHS England commissioned inpatient places out of Cornwall. Young people accessing inpatient care outside of Cornwall use on average 592 bed days per month<sup>4</sup>.
- There have been 416 local emergency department and minor injury unit attendances related to mental health.
- There has been 52 local hospital inpatient attendances related to mental health, using 643 bed days.
- The caseload for eating disorders has remained relatively constant, month on month, at 60 cases.
- Primary mental health caseload has been 282 cases per month on average.
- Specialist mental health caseload has been 1,716 cases per month on average.
- There have been 9 deaths, according to records, of young people under the age of 19-years in the five years 2012-16, resident in Cornwall and the Isles of Scilly.
- In the 9 months from January 2016 2536 young people aged 11-19 have accessed counselling, mentoring, information and advice services through the 11+ early help.
- There are 929 known young carers providing care to parents and siblings.

*Source CAHMs Strategy Information from Turning the Tide January 2017 draft*

## **Domestic violence and sexual abuse:**

- An estimated 8,000 children live in families where there is domestic violence and there are around 3,500 police reports of domestic violence incidents per annum, affecting around 2,500 children in 1,500 households. Nearly 60 per cent of all child protection plans result from neglect, arising from parental mental health problems, alcohol and drug misuse, and domestic violence.
- Before they turn 18, one in ten boys and one in six girls experience some form of sexual abuse

*Source CAHMs Strategy Information from Turning the Tide January 2017 draft*

## **Drugs and Alcohol:**

- In 2015/16 there were 109 young people aged under 18 engaged with young people's treatment services.

When compared with national trends we can see that Cornwall has:

- A greater reduction in the number of young people in specialist treatment (19% in Cornwall compared with 8% nationally);
- Higher proportions of young people identified as an Opiate/ Crack user at a local level that at national level (9% compared with 2%);
- Along with Cannabis, alcohol is the main drug for which young people access specialist services.
- The number of young people in treatment for alcohol as a primary drug is 8%, which is consistent with the national treatment population.

*Source: Young People's Alcohol and other Drugs Needs Assessment 2015/16*

## **Offending:**

- Cornwall is a relatively safe place to live. For the 2015/16 financial year there were 21,414 recorded crimes, equating to a rate of 39.3 crimes per 1000 population. The rate of all recorded crime is 5% lower than the same period last year, equating to 1,012 fewer crimes.
- In Cornwall between July 2013 and June 2014, a total of 3,793 offenders were cautioned, convicted or released from custody. 785 (20%) of these offenders reoffended within the following year:
- 12% of the reoffender cohort were young offenders (under the age of 18 years) and their re-offences accounted for 10% of the total re-offences.

- Re-offending rates for both adults and young people are lower than national averages.
- Young people are more likely to reoffend than adults.

*Source CORNWALL & ISLES OF SCILLY REDUCING REOFFENDING STRATEGY 2016-2019*

## **Work and Income:**

Cornwall is in the 80% worst performing comparable areas based on mean average wage. There is often a good variety of work available during the primary tourist seasons (unemployment rate of 3.9%, below the national average 4.6%), but many jobs are on either a zero hours contract or short term basis (some are also time limited such as grant funded roles).

Opportunities for permanent work are more limited than in comparable areas. The rate of pay for much of this type of work is near or at the statutory national minimum wage level (currently £7.50p for over 25s) so by nature will result in a lower average than for permanent work.

Cornwall has low productivity and a high proportion of micro and small businesses based in rural areas, opportunities for employment are more limited. As tourism continues to grow, the resulting 'short term' jobs will still be needed so a 'transient' workforce will remain in evidence.

Low disposable income for much of the population is coupled with high cost of living. Outstanding personal debt in Cornwall amounted to £14 billion in 2014, almost 50% higher than Cornwall's annual economic output figure (£9,462m as measured by nominal GVA). Low wages together with rises in utility bills and rents have gradually eroded household savings and pushed many people into living with debt problems.

- Over 18,500 young people aged under 19 are currently living in poverty in Cornwall. This is based on family income from HMRC and shows that 18% of children in Cornwall are in low income families.
- There are 18,360 young people aged 16-24 known to Cornwall Council, of whom 670 are NEETS which is 3.7% (6.6% are of unknown activity) as at end of 2015. Being a NEET at a young age "is a major predictor of unemployment, low income, poor mental health and physical health and associated problems later in life especially for those who are NEET for extended period of time who repeatedly re-enter the NEET group.
- In 2016, 26.6% of children lived in poverty in Cornwall (after housing costs). The highest rates were in Newquay Central (44.86%) and Falmouth Penwerris (43.33%).

*Source Cornwall's Vital Issues*

## **Planning Assumption.**

**A challenging economic climate driving up demand for services against a backdrop of accumulative cuts to budgets and resources with organisations less locally focused and increasingly working across administrative boundaries.**

## **Policies and Procedures:**

### **List of Policies:**

- Attendance
- Complaints Procedures
- Confidentiality
- Data Protection
- Dealing with Complaints
- Equality & Diversity
- Freedom of Information
- Health & Safety
- Lone Working
- Managing Allegations
- Recruitment & Selection
- Retention, Archiving and Review of Files
- Risk Management
- Safeguarding
- Stress Management
- Sustainable Development
- Training
- Transportation of Young People
- Whistle Blowing

## Board of Trustees

Colonel Edward Bolitho (Lord Lieutenant of Cornwall) – Patron

John Cousins – Chair  
Geoff Bond  
John Green  
Larry Sharma  
Bob Crossland  
Geoff Tate  
Howard Stevens  
Judith Dumbrell  
Joanne Duncan  
Jamie Bunt – Young Person

Our Trustee Board has responsibility for the governance and strategic direction of White Gold Cornwall – ensuring that we uphold our ethos and purpose and delivers our values and beliefs. Our Board meets at least four times a year. However the Trustees are approachable, amenable, flexible, dynamic, motivated and Ambassadors for the Charity and can be contacted between Board Meetings for advice and assistance. Each Trustee brings additional skills which strengthens the Board collectively and therefore supports the CIO to be a very strong service provider within our field.

All Board Members have signed Statutory Declarations of no conflict of interest. Our Board makes all major decisions and reviews a flow of information regarding services, finance, health and safety and quality assurance.

High risk young people/adults are always brought to the attention of the Board.

Board members are encouraged to attend staff training events and the weekly Management Meetings held.

Board members, as and when necessary, act as mentors or offer personal support to members of the staff team. All Board members are DBS checked.

## Management Team

Alan Milliner – CEO  
Mark Pascoe – Operation's Manager  
Jason Palmer – East Supervisor  
Sally Ackerley – Administrator

## Engagement Workers (including volunteers)

Currently 19 throughout Cornwall & Isles of Scilly

## **Risk Management:**

White Gold Cornwall has always recognised the importance of risk management with individuals with whom we work, our staff and the organisation and the broader community of Cornwall and the Isles of Scilly. As an organisation we contribute to community safety therefore risk is a top priority.

The referrals we receive are assessed and we have adopted Cornwall and the Isles of Scilly Safeguarding Children Board Threshold Tool with a traffic light system.

- The highest risk young people “red” are our priority group and as such their issues can be shared and dealt with on a daily basis and also are dealt with at our weekly management meeting and then brought to the attention of delegated Board members. We have developed a Safeguarding Alert Sheet for each “red” young person for their files.
- All risk issues, not restricted to client issues, are discussed at weekly management meetings. The management team refer high risks to Board to the Chair between meetings and high level risks are tabled at Board meetings.

## Financial Statement:

- Costings – weekend rate/bank holiday

*Current hourly charge is £18 per hour with an enhanced weekend/emergency rate of £25 per hour. While these are our current rates, as an organisation we recognise that we will have to review the charges on a regular basis to reflect market forces.*

- Management Financial Report

[Financial Report December 2017 \(PDF file\)](#)

- Reserves: White Gold Cornwall has committed to a minimum of 3 months reserves.
- Budget forecasting – quiet periods i.e. Summer/Christmas/holidays/high expenditure

*White Gold Cornwall has a proven track history that during school holidays and especially August, these have been the quietest/low income periods. White Gold forecast this and can budget to minimise the loss in income during these times. To finalise a full cost recovery figure is very difficult due to the peaks and troughs of referrals/cash-flow. However the current position is approximately 120 hours per week to maintain our current operating position.*

## Performance Monitoring:

- Self-Assessment Review:

*White Gold Cornwall has a detailed SAR for the Community Interest Company and a SAR will be produced for the CIO.*

- Evaluation:

*White Gold Cornwall has a process to evaluate the success or otherwise of the work that has been undertaken with the young people. A Young Person's Assessment tool is completed at the commencement of the sessions and again at the conclusion of the work to evaluate the progress made. It is hoped that there will be an independent evaluation of the work that White Gold undertakes which will scrutinise and assist in the outcomes for the young people.*

- Face to face/telephone supervision and Appraisal of Staff:

*All Engagement Workers are supported by the Operation's Manager and East Supervisor with 6-8 weekly face to face meetings and weekly telephone contact.*

- Annual Performance Questionnaire:

It is planned that an annual performance questionnaire will be sent to all partnership agencies/referrers to assess and evaluate the support being offered by White Gold Cornwall.

- Hours Worked/Number of Young People Supported

The Board are updated quarterly as to the number of hours worked (weekly) over the quarter and the number of young people supported. Weekly sheets are produced for the Management Team Meeting to regularly assess this.

## Our Marketing Plan

- Our Current Advertising and Promotion

*Website – This is regularly updated with up to date information and opportunities by White Gold Cornwall administration.*

*Facebook – This is a very recent development based on social media opportunities to promote our organisation and linked direct to our website.*

*School/College presentations.*

*Planned to give White Gold Cornwall management the opportunity to promote our service across Cornwall and the Isles of Scilly.*

White Gold Cornwall has a very positive relationship with Radio Cornwall and where there is a need to promote our Organisation or an event, we can facilitate the promotion of this by radio.

All members of White Gold Cornwall, including staff and Board promote our Organisation externally and as a result we are able to network extensively and maintain a positive image of ourselves and service.

## **Current Organisations White Gold Cornwall work with:**

Learning Partnership  
Children In Need  
Comic Relief  
Big Lottery  
Cornwall Neighbourhoods for Change  
Victim Care Unit  
Restorative Justice  
Social Care (Children's)  
Social Care (Adult's)  
Volunteer Sector Forum  
Safer Stronger Consortium  
Devon and Cornwall Police  
SPARC  
Cornwall Crimebeat  
Real Ideas Organisation  
Dracaena Centre  
Acorn Academy  
Cornwall Marine Network  
Career South West  
NHS  
Mental Health Services  
Wooden Spoon Cornwall

[this is current as at December 2017]

## **Original Quotes/Letters of Support:**

<http://www.whitegoldcornwall.co.uk/what-they-say/>