



Seetec Group In Review 2020



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2020 In Review: taking bold steps to help more people build a better future

Seetec has achieved another successful year despite a challenging operating environment as communities continue to respond to COVID-19.

With the full support of colleagues, we have adapted our services quickly to manage the rapidly changing working conditions throughout the year. This has highlighted the resilience of our operations, as they have been put to the test like never before.

A significant milestone was achieved at the start of the year as we celebrated the move to employee ownership in January. Throughout 2020, the group has embedded new internal structures and a cultural shift to deliver the transition. There is now a fully functioning employee council, employee champions across every business delivery function and an employee trustee director who sits on the group executive board to help shape the future of the business. This is a significant achievement given the impact of the pandemic.

Although we were disappointed that the Government took the decision in June 2020 to move probation services back to the National Probation Service, that has not stopped our justice business division from investing in professional development. We are delivering quality services in probation and continue to pursue new opportunities.

This division will expand its reach to focus on accommodation and social care provision as part of a new brand that we are launching, Interventions Alliance. The focus of Interventions Alliance will be to collaborate and deploy evidence-led solutions to deliver better futures and wellbeing across both justice and social care provision. This is an exciting opportunity for the group to expand its reach and serve communities with a wider range of services.

Our Employability and Health division undertook a large contract mobilisation in 2020, as it was awarded the Work and Health Work Programme expansion for Job Entry Targeted Support (JETS). The JETS programme provides free tailored support to both individuals and employers navigating the jobs market impacted by COVID-19. Pluss, a community interest company that sits within this business division, continues to work with people of all abilities to ensure individuals are not held back from realising their work and life ambitions. There are plans for Pluss to do more to campaign on accessibility, inclusive workplaces and more support for vulnerable people.



"We continue to focus on supporting the national economic and social recovery from COVID-19.

Through our employability, skills and justice services we are determined to help more people to fulfil their life ambitions."

Peter Cooper,
Executive Chairman



2020 In Review: taking bold steps to help more people build a better future

There is a growing number of people who are looking for opportunities to learn new skills and change career because of the impact of the pandemic. Our skills business division (Seetec Outsource) continues to deliver a range of apprenticeships, traineeships and adult education opportunities. In February we launched Innovion, backed by leading engineering, manufacturing and technology businesses to deliver high-quality technical training and apprenticeships. Despite the disruption learners have faced, our skills team has worked closely with them to provide vocational training facilities that are Covid-secure and moved to increased levels of online learning wherever possible. Continuing to provide skills development and wider learning opportunities is a cornerstone of our efforts to support the eventual recovery from COVID-19.

We also welcomed the decision by the Irish Government to extend our JobPath contract to December 2021. This is Ireland's employment activation scheme which aims to help the long-term unemployed back into work. Through our close links with employers, and despite the additional challenges our clients are facing, we have helped over 3,000 people start jobs since the first lockdown in March 2020.

This year we look forward to building on the new business we have secured. There are several contractual mobilisations already underway and we are focused on pursuing new opportunities throughout the year.

Our ambition is to deliver a holistic approach to resolving the opportunity gap disadvantaged communities currently face. There is more work to be done to boost social inclusion and we are looking to play our part through a renewed focus on social impact. We have advanced discussions about how to achieve this through our social value committee, which will be developing recommendations and implementing a new approach to driving forward the inclusion agenda internally and externally.

Seetec is in a prime position to make a real difference to the communities across the UK and Ireland through a relentless focus on enhancing life chances and giving people the confidence and the tools to succeed.

2020 in numbers

2,519

Employees
at the end
of 2020

1,000

Total number of learners who
successfully completed their
apprenticeship, traineeship and
adult education course in 2020



35+

Years of
experience

37,500

Total number of
offenders managed
by our CRC contracts
in 2020



4,000

Total number of our Work and
Health Programme participants
who were supported into
employment in 2020



125,000

In 2020, we supported 125,000
people through our Employability
and Health, Irish, Justice and Skills
business divisions



4,200

Total number of
JobPath clients who
secured employment
in 2020

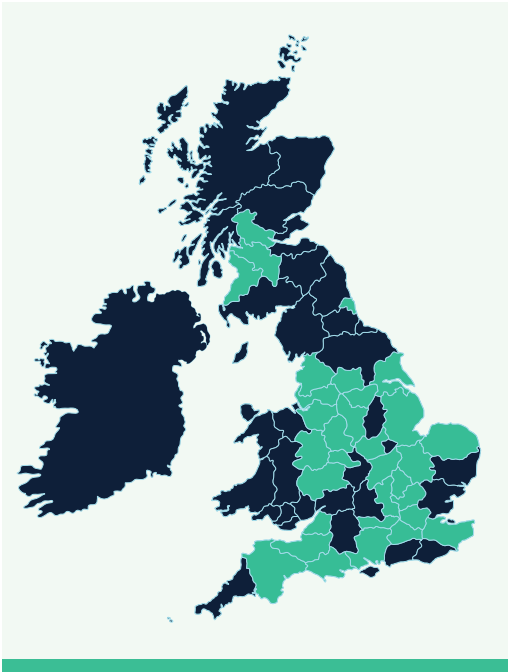


Geographical footprint

Our services provided through our Employability and Health, Irish, Justice and Skills business divisions cover many regions in the UK and Ireland.

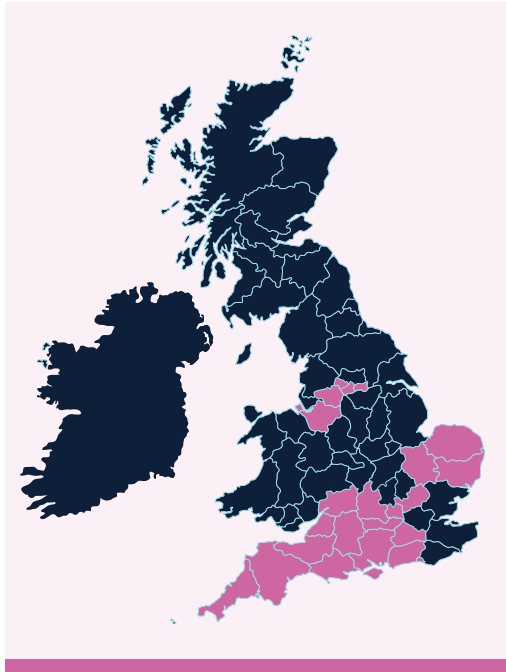
Skills

As an experienced learning provider, we deliver apprenticeship training and adult education across multiple regions in England and Scotland.



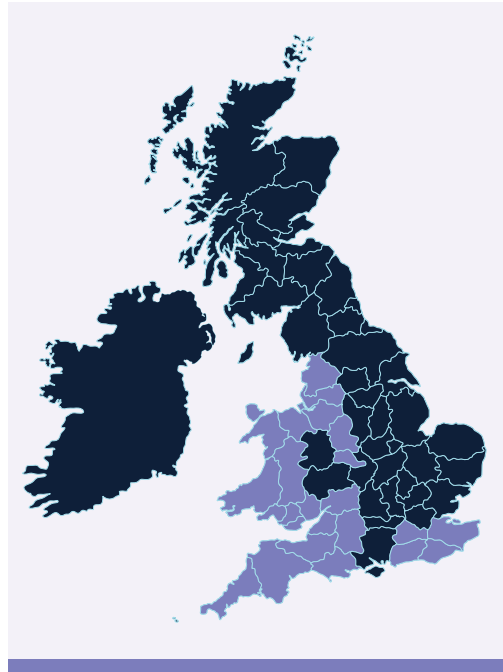
Employability and Health

We deliver a wide range of employability, health and wellbeing services, empowering thousands of people to move towards and into work.



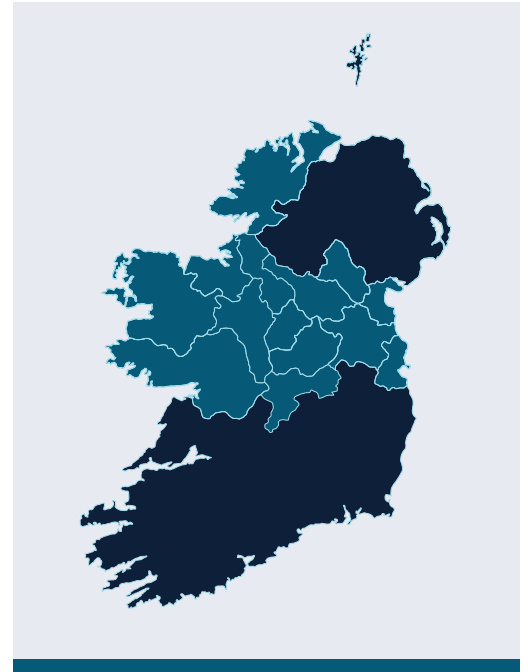
Justice

Our community rehabilitation company, KSS CRC, delivers probation services covering South East England, South West England and Wales. We also deliver employment and resettlement services inside five prisons across the North West of England and the Midlands.



Ireland

The JobPath contract we deliver covers the Dublin, West, North and North West, Midlands and North East regions.



Delivering Impact

Employee-owned businesses are in a position to take on a more prominent leadership role to deliver social impact. The pandemic has highlighted the importance of investing in opportunities to support the social challenges faced by communities, as unemployment and the impact on wellbeing becomes more acute.

In the short and long-term, we are determined to build on our existing social values:



Investing in people:

A commitment to our employee owners to support them to keep making a positive impact through continuous professional development. Their health and wellbeing is a priority, particular during these unprecedented times.



Transparent and accountable services:

We are a first-class provider of public services and pride ourselves on responding to the needs of communities as well as providing value for money.



Benefitting communities:

The economic and social consequences of COVID-19 mean that an inclusive recovery, supporting those disproportionately impacted by the pandemic, is a prime focus for our employability, skills and justice services.

Due to our existing commitment to social performance and transparency, we are B-Corp certified and have engaged with their working group to focus on policy solutions that complement national efforts to stimulate a rapid recovery that benefits all parts of the UK.

In 2020, we established a new overarching social value committee, made up of employee-owners from across the whole business group, to look at future priorities. Our aspiration to deliver a longer-term plan to enhance our social values is being channelled under three key working groups looking at individuals (employees and service users), communities and our environment.



Positive environmental impact:

Reducing our impact on the environment and working with local community groups and local authorities to support the green agenda. We plan to do more to support progress in achieving net zero carbon dioxide emissions.



"We are developing a new long-term vision for delivering social value that reflects the next phase in our

journey as an employee-owned business. Building more resilient communities, supporting environmental sustainability and investing in people are the foundations of our renewed mission. Our determination is to put social inclusion at the heart of everything we do."

Ian Porée,
Chief Executive Officer

Delivering Impact

To achieve our aspirations, we back the principles set out in the United Nations Sustainable Development goals, including:



Tackling poverty

Addressing deprivation where we have a geographical footprint. Working with the government and local authorities to support targeted initiatives.



Good health and wellbeing

Addressing health inequalities built up during the pandemic, by supporting wellbeing services with local charitable groups.



Quality education and skills development for all

Supporting the skills agenda through apprenticeships, adult education opportunities and traineeships.



Reduced inequalities in our society

Breaking down barriers that create inequality and recognising the importance of diversity by working to always celebrate and respect differences.



Supporting industry through innovation

Working to develop public policy, and pursuing new opportunities to promote economic growth and community resilience as we work to recover from the pandemic.



Decent work and economic growth

Employee-owned businesses in the employability sector are on the front line of helping people back into work. The Governments in the UK and Ireland have tough choices to make as they navigate their countries through the pandemic. It's time to develop a new strategy for employability and skills that delivers targeted interventions that will help more people find and sustain employment.



Sustainable cities and communities

Our environment matters and efforts to reduce carbon emissions, embrace renewable technologies and travel in more sustainable ways can drive this agenda forward. We are keen to support new environmental policies that enhance the local environment through innovative green solutions to public transport and new ways of conducting business.

In 2021, we will move forward with plans to embed our ownership culture behind a common goal to deliver real social value. The next step will be to develop a refreshed set of pledges to enhance the social values we want to deliver. These new pledges will be designed to be more ambitious about how we can best support the communities that we serve. Promoting tangible improvements to life chances through a commitment to the inclusion agenda is the driving force that sits at the heart of everything we do.

Move to employee ownership

In January 2020, Seetec became one of the largest employee-owned businesses in the UK. An employee ownership trust, set up for the sole benefit of our employees, now owns more than half of our business. That means employees are in the driving seat and, in short, Seetec's future is in our hands.

Our employee-ownership champions are hard at work across the business, representing employees' views and interests. We also have ten employee council representatives, and one of the council members will be elected to serve on the board of the Employee Ownership Trust and attend the Group Executive Board. The council will also sit on the boards that oversee our business units.

What Seetec stands for:

- Being the best at what we do and recognised by customers and commissioners as the best in our sector.
- Being open and honest and working with integrity with commissioners, service users and customers alike.
- Living our values and believing in our purpose and mission to improve lives and create opportunities.
- Adding true social value by doing what we are not paid nor expected to do, going the extra mile.
- Putting colleagues and service users at the heart of what we do.



"We believe our employee ownership structure puts us at the forefront of efforts to tackle inequality, realise potential and create prosperity, especially as we respond to the social and economic dislocation caused by the pandemic. The collective talent and determination of our employee owners is building a lasting legacy not just for our business, but for all those in the communities we serve."

John Baumbach,
Group Chief Executive Officer



Principles of employee ownership

Five guiding principles to underpin business and how we talk about our purpose, each other and the outcomes we deliver.



Employees at our heart

Employees are at the heart of our business, because we all make a difference by improving lives in our communities for our customers and commissioners.



Accountability

Employee ownership encourages all of us to collaborate, enable and empower each other to be accountable for what we deliver and together feel responsible for the outcomes.



Transparency

Employee ownership strengthens our transparent and trusted governance, with all of us working with honesty and openness to high ethical standards.



Empowered people

We are empowered, enabled and engaged to drive better quality outcomes for our customers, learners and service users.



Profit for social value

We are rewarded for creating social value for the people we work for.

Looking ahead

In 2021, we are looking forward to seeing all the elements of our new structure bed in and create more collaborative relationships, so we can work together to achieve the best outcomes. This has started to happen and we have already seen the benefits.



"It's been an extraordinary year on so many levels. I could not have begun to imagine this time last year that not only would I be an Employee Council representative for Seetec Outsource and the first ever Seetec Employee Trustee Director, but that I would be doing all of it and my day job in the middle of a worldwide pandemic."

Karen Palfreyman,
Employee Trustee Director

Review of the year: Skills

Despite the unprecedented challenges faced by our skills division in 2020, Seetec Outsource has continued to deliver high-quality apprenticeships, traineeships and adult education programmes that benefit individuals, businesses and communities alike.

Last year we supported our apprentices, adult learners and employer partners through two national lockdowns, successfully adapting to a remote delivery model to ensure we could maintain a high level of provision. We also supported City & Guilds to develop and pilot a new, flexible remote assessment solution which allowed apprentices to complete their qualifications during lockdown.

In July 2020 we announced the appointment of Neil Bates, Chair of the Edge Foundation, one of the UK's leading education charities, and former Chief Executive and Principal of PROCAT, the UK's first new College of Advanced Technology, as Managing Director of Seetec Outsource. Neil has set out a new vision and strategy for the Seetec's skills pillar, focussing on sector and regional growth aligned to business strengths and opportunities that will position Seetec Outsource for substantial growth by 2024.

2020 also saw the launch of Innovion, an industry-focussed partnership aimed at developing higher level technical skills for the engineering, manufacturing and technology sectors. While the onset of the COVID-19 pandemic meant that delivery of the new, employer-designed apprenticeships had to be postponed, Innovion continues to operate as an industry council. Our ambition for this newly established arm of the business is to create a Centre of Excellence for STEM, skills that will rival the very best that can be found in the skills systems of the UK's international competitors.



Casestudy: Helping women fast-track their career in the haulage industry

"I've had the opportunity to fast-track my career, and having gone straight into tanker driving - which requires even more knowledge and awareness than general haulage - I'm confident that I can take on any driving job in future."

Catherine Bradley,
LGV apprentice, Severn Trent



Casestudy: Supporting career progression for young people

“My apprenticeship gave me the confidence to apply for the performance coach role, and the advice and support I was given during the application and interview preparation process ultimately enabled me to be successful.”

Taylor Walker,
Customer Service apprentice
promoted to Performance Coach,
Virgin Media

Social value delivered

The impact of COVID-19 on businesses, individuals and communities in 2020 was far-reaching, and the health, economic and social consequences of the pandemic will continue to be felt in 2021 and beyond. As a result, our commitment to delivering social value has never been more important, or indeed stronger.

We have provided holistic support to our apprentices and adult learners during this uncertain time, addressing the range of issues that many of them have faced both personally and professionally. Support for mental health and wellbeing has been high on the agenda, as ongoing lockdown restrictions have taken their toll on individuals from all socio-economic backgrounds.

While unemployment has risen in many sectors of the economy, opportunities have opened up in others. Our adult education programmes in Greater Manchester and Liverpool City Region have supported hundreds of individuals to build the skills they need to secure employment in growth sectors such as health and social care, warehousing and logistics or construction.

Our apprenticeships have also continued to act as a motor for social mobility, creating ladders of opportunity for individuals at every stage of their career.

November saw the launch of our ESOL Skills for Life Academy in Manchester. The Academy aims to boost the job opportunities of non-English speakers and support community integration. This is a fundamental part of our commitment to the social inclusion agenda, empowering individuals with the skills and confidence to pursue their life ambitions.



Casestudy: Boosting language skills to support employability and community integration

“When I first came to the UK my English was not good. The course has made me feel more confident and helped me find work, but also it has helped me feel more a part of my new community, make friends and feel independent again.”

Suria Paquete,
ESOL learner, Manchester

Targets and ambitions for 2021

With a new strategy to drive sector and regional growth, the Seetec's skills division begins the new year with a clear set of objectives.

By 2022, our ambition is to be recognised as a sector leader for apprenticeships in five key sectors of the UK economy with a revenue of £6m, and we also intend to establish a strong skills footprint in the North West, Yorkshire and the Humber with £4m of AEB provision and £1.5m of full-time education funding

From 2021 Seetec Outsource will focus on delivering apprenticeships to support 5 key sector areas:

- Professional and business services
- Public services
- Aviation, transport and logistics
- Media, communications and digital
- Engineering and Manufacturing (through Innovion's Centre of Excellence for STEM skills)

Seetec Outsource will also build on its strong regional presence in the North of England, where there are clear opportunities for the business to extend its adult education and skills provision to include apprenticeship training

within sectors that are important to local economies. Our place-based role in these communities will be supported by wrap-around services offered by the wider Seetec Group.



“Our new strategy for skills provides a clear focus for 2021 and beyond. Seetec Outsource

will support key sectors of the economy and build powerful partnerships to deliver the skills that are needed today, and prepare for the skills that are needed in the future.”

Neil Bates,
Managing Director, Seetec Outsource

Review of the year: Employability and Health

Empowering people in work, life and wellbeing.

2020, an incredible year in which we've experienced the greatest public health crisis in a generation, resulting in surging unemployment and one of the toughest jobs market since records began. Yet our colleagues have responded magnificently to the challenges, working with passion and flair to create a sense of hope and opportunity for every single service user, their families and communities.

During 2020, Seetec Pluss and our sister social enterprise, Pluss, supported over 4,000 people into work, with over 10,000 participants supported on our programmes.

In partnership with our commissioners, we ensured that all our employability and health services remained open, quickly adapting our services to safe, digital and remote ways of working.

Seetec Pluss

Our Work and Health programme supported thousands of people with health and disability needs to navigate the jobs market, with over 3,000 people moving into sustainable work.

In July, we won a place on the Department for Work and Pensions (DWP) CAEHRS framework, allowing us to bid for employment and health related contracts nationally and in four regional lots.

In October, we launched the DWP's Work and Health JETS programme (Job Entry Targeted Support), an 18 month contract targeted to support over 50,000 people who have lost their job due to the pandemic to move back into good, sustainable work.

Our Work Routes programme over-performed spectacularly, achieving 150% performance against targets for participants entering into work.

Pluss

Our specialist learning disability and mental health employment services provided vital holistic wellbeing support to over 800 of some of the most vulnerable people within our communities.

We expanded our 'Workfit' mental health retention programme across Southern England to help 87% of our participants, and their employers, to remain healthy, well and productive at work.

In December we launched Health Works for Cornwall, a programme supporting 2,250 people with health or wellbeing needs and specialist learning disability support for over 400 people.

Despite a challenging year for industry we succeeded in keeping our manufacturing business operational, navigating fluctuations in demand in partnership with our customers.

And in a lovely end to a difficult year, our National Lottery Community Fund (Building Better Opportunities) contracts won the Festival of Learning and Work 'Presidents' award, recognising our work supporting thousands of socially excluded people to build a lifeline of confidence, hope and opportunity.

Casestudy: Supporting young people with learning disabilities into work

"When COVID-19 started, there wasn't much work and it was very difficult. I didn't like being at home. Seetec Pluss helped me to get paid work. Now, I'm working every day and I really enjoy it."

Robert, 21,
Administrator, Barnstaple



Casestudy: Supporting people with mental health conditions to overcome barriers and build resilience

“It has given me lots more confidence. I feel I can do things on my own and that I can really cope with things that happen in my life. I have found something I really love and enjoy doing... and I can fit working around looking after my children.”

Ayesha, 30,
Self-employed
photographer, Devon

Social Value delivered

For Seetec Pluss and our social enterprise, Pluss, a true measure of a success is the extent to which inclusion is ingrained as a fundamental social value.

Being in work is good for you and plays a vital role in ensuring that people are included within their communities. Fundamentally, having a job provides an income to pay for a home, warmth and food, thus reducing the risk of poverty and raising living standards. With a job comes a sense of identity, a reason to get up in the morning and a chance to engage with others.

Working also provides financial benefits to the exchequer, increasing income tax, and reducing benefits payments and demand on over-stretched health and social care services.

As one of the largest social firms in the UK, over half of Pluss' workforce has a disability or health condition and all profits are reinvested back into the company to achieve our mission.

Our determination to improve life chances is what has driven us to reach communities who need our help the most, particularly in what has been the most difficult of years.

Throughout the pandemic, the health and wellbeing of participants was our number one priority and our staff made over 50,000 welfare calls offering a lifeline of support. On occasions, our advisors were the only person a participant had spoken to all week. Our 'social prescribing' services supported thousands of people to access financial, housing, emotional, health and wellbeing support.

We were overwhelmed by acts of kindness that spread rapidly throughout our communities. Our colleagues touched hearts by volunteering at local foodbanks, helping people keep a roof over their head, converting a hotel for rough sleepers, raising money for local charities, and delivering food, gifts, medication and music.

In partnership with CHAOS community TV, we broadcast dozens of virtual employability, 'feel good' and disability confident events, engaging tens of thousands of people in their own homes.

We developed virtual 'Ideas labs' and 'Innovation Forums' to engage with local communities, LEPS and local authorities. Together we identified gaps in provision and are working collaboratively to deliver local employment and health solutions.

In partnership with the Institute of Employability Professionals (IEP), we created a market leading staff induction programme, which is offered free to IEP's SME members, and led on design of industry qualifications that are being shared with organisations across the sector, to build capacity, skill and talent.

And finally, our fabulous staff volunteered their time to help each other throughout the pandemic with 'listening ear' and peer-to-peer networks offering health and wellbeing support.

Targets and ambitions for 2021

As COVID-19 continues to hit the economy and the jobs market is flooded with individuals who have fallen out of work, people who face multiple disadvantages are more at risk of being excluded from work, and experience mental or physical ill health, than ever before.

Casestudy: JETS, Fast-track pandemic support to get back to work

“I must have applied for 100 jobs and yet I didn’t get a single interview – just rejections. It was so demoralising. I registered for JETS. The next day Seetec Pluss contacted me and arranged my first interview within 24 hours. Within a week this resulted in me being offered not one but two jobs.”

Ryan, 21,
Picker Packer, Warrington

Throughout these tough times, Seetec remains determined to be a force for good.

We will:

- Deliver social value by creating opportunities for people who face significant barriers to employment, including individuals with health and disability needs, and young people not in education, training or employment.
- Expand our employability, health and wellbeing services in areas where we currently have a footprint and diversify into new geographies or services aligned with our mission and values.
- Secure contract extensions and expand the reach of our Work Routes, Building Better Opportunities, learning disability, mental health, social prescribing, self-employment and employer services.
- Strengthen partnerships with local communities, commissioners and employers to identify gaps and build local solutions that improve the life chances of disadvantaged people.
- Build on the foundations laid in 2020 to drive an inclusive national, regional and local effort to secure post-Covid economic and social recovery across the communities that we serve.



“2020 was a year where the strength, depth and commitment of our teams really shone through;

amidst significant personal and professional challenges our teams have really gone the extra mile, often going over and above their day jobs to ensure service users, their families and communities continued to be supported. Despite all the current uncertainty and adversity, 2021 is shaping up to be a year of significant opportunity and I look forward to working with our amazing colleagues, partners and commissioners to maximise this and ensure no one is left behind in our local communities.”

Chris Harrison,
Executive Director, Employability and Health

Review of the year: Justice

For much of 2020, we have worked under exceptional circumstances and new measures. Despite these challenges, we have adapted our services to manage risk while adhering to the latest national health guidance.

During the national and local lockdowns, our offices remained open, so we could continue to see the most concerning cases and vulnerable individuals such as domestic abuse victims and perpetrators. We also delivered interventions remotely to reduce an individual's risk of harm or reoffending.

Sadly, the impact of COVID-19 has made the root causes of people's offending worse. Individuals have lost their jobs and stability or have struggled with their wellbeing. Understanding these additional needs, we launched a helpline offering a listening ear and much-needed advice to those we supervise - a service we continued to run on Christmas Day and Boxing Day. In response to the surge in domestic abuse crimes during the lockdowns, we also increased our services to victims and rolled-out new training to our employees and other employers to improve their safeguarding practices while working remotely.

Our ambition to prevent crime and future victims has remained resolute. October 2020 saw us launch our new Veteran Intervention backed by the armed forces charity, SSAFA - a programme

helping ex-service personnel to break the cycle of their offending. Our research throughout 2020 also continued to help lead the sector's and practitioners' understanding of what works to prevent crime and reoffending.

In 2020, Her Majesty's Prison and Probation Service announced new contracts that we will start to deliver in 2021. Through a new resettlement home, and five activity hubs, we will improve more lives by providing life-transforming support to people on probation or following their release from prison. We will unveil Interventions Alliance later this year to run these new services.

Looking forward to later in 2021, we will continue to deliver the best possible services to ensure there is a smooth transition to the future probation arrangements. We also did not shy away from providing constructive challenge to the Ministry of Justice to help inform their decisions in the lead up to the June 2021 deadline, when they end community rehabilitation company contracts and renationalise some probation services.



Casestudy: Helping women to build better futures

"The support I received on the women's programme has helped me to get to where I am now. I'm no longer drinking or in debt. I am caring for my children and working full-time. I'm happy and fulfilled."

Sally,
former service user, KSS CRC



Casestudy: Employing ex-offenders to transform theirs and others' lives

"As an ex-offender and a recovered addict, Seetec has helped me gain renewed confidence and new qualifications, enabling me to use my lived experiences of the criminal justice system to help others in a professional career which I love."

Daniel,
Engagement Worker, KSS CRC

Social value delivered

Crime has a devastating impact on the lives of victims. It scars entire communities and has huge costs for our society. A key to making our communities a better place to live is rehabilitating offenders.

Over the last year, we have supported 13,100 people through our prison and probation services to address their behaviour, or develop the skills, knowledge or self-belief to turn their lives around for the better - benefitting themselves, their families and their communities.

Through our evidence-based interventions, we have helped 9,759 individuals to overcome issues that can hold them back, such as improving their decision-making skills, supporting people to engage in treatment and finding a job or place to live. The removal of these barriers means for many individuals they can live their best futures, no matter their past choices.

In 2020, people serving community payback with our probation services generated 439,276 hours of unpaid work worth over £3.6 million to our local communities. This work has benefited charities, schools, parish councils, churches and faith groups.

Through our research, we've also helped to lead the sector in providing evidence to improve services that ultimately reduce reoffending, prevent crime and tackle social inequalities.

Recent Ministry of Justice figures show reoffending rates have fallen. They are at the lowest rate in 12 years. Our work makes our communities safer, reduces the £18.1 billion annual cost of reoffending to society, and ensures there are fewer victims in the future.

Casestudy: Supporting people to live their best lives, no matter their past

"Thanks to the services on offer, I now have a home and a life I enjoy for the first time in ages."

Ben,
service user, KSS CRC



Casestudy: **Feeling positive about the future**

“Thanks to my probation officer’s support, I feel positive about my prospects and opportunities for personal development in the future despite leaving prison during the COVID-19 pandemic.”

Alaska,
service user, KSS CRC

Targets and ambitions for 2021

In 2021, we will be unveiling our new Interventions Alliance brand to replace Seetec Justice.

We will set out a new vision and strategy that will combine our knowledge, skills and talents across the justice and social care sectors, to establish services and interventions that help overcome the barriers holding people back from transforming their lives for the better.

We will draw on our unique research base and on-the-ground experience to address areas of critical need. Our ambition is to address and prevent the long-term social care challenges in the criminal justice system.

Our focus in 2021 will be on:

- Operating a new resettlement home in Bristol for women returning to the community after serving time in prison.
- Delivering five CFO activity hubs in the North West, South East and South West of England to deliver support to help offenders reintegrate back into their communities.
- Expanding our social care offer and exploring new opportunities to address mental health and substance misuse.
- Working with the Ministry of Justice to safely transfer probation services to new arrangements in June 2021.



“We want to expand the reach of Seetec’s services to deliver better futures and wellbeing in

those communities where people feel left behind. The launch of Interventions Alliance, a new thought-leading provider of first-class services bridging the justice and social care sectors, will mark an important milestone in our journey to help change society for the better.”

Suki Binning,
Executive Director, Justice and Social Care/
Chief Social Worker

Review of the year: Seetec Ireland

As Ireland continues to confront the pandemic and the impact on livelihoods, our business division in the country continues to work tirelessly to help people achieve their life goals. Seetec Ireland delivers JobPath, an Irish Government job activation programme that is designed to help the long-term unemployed back into work.

We are working closely with the Irish Government to respond to public health and other official guidance to maintain our staff and clients health and wellbeing as a top priority. The business follows the Irish Government's detailed return to work protocol, in practice this meant preparing our centres in the late summer for a return to face-to-face services, but when the public health guidance changed we paused preparations.

The business has proven its agility by moving quickly to work with the Department of Social Protection to adapt to new ways of working during the pandemic. With only 24 hours notice, the business was able to move from face-to-face support to remote delivery in response to a Government request. This ensured that our employment advisors were still able to reach their clients and provide support.

We also needed to reshape the business to manage the new operating environment. To achieve this, a decision was taken to reshape the business delivery model to centralise some of our activities to be handled by the Customer Service Team in Blanchardstown. This proved to be the right decision and allowed the business to be more responsive to clients needs.

How public employment services are managing during this unprecedented time is of great interest to academia, as the success of active labour market policies are put to the test during the pandemic. We were delighted to work with Maynooth University to conduct research, the first of its kind in Ireland, to review the response of the employability sector.

Through prudent management, we maintained the profitability of our operations in Ireland throughout and developed a strong balance sheet which positions the business as a viable bidding entity for contracts in Ireland post-Covid.

2020 was a dramatic year, but we ended it with the news in October that our JobPath contract would be extended by a year by the new Irish coalition Government, and also successfully signed up our five supply chain partners to deliver the extension with us. The contract will now continue until the end of December 2021.

The response to the pandemic is not over. There is a great deal of work to be done to help those who are out of work because of the pandemic and its impact on the economy. Through our remote support and dedicated employment advisors, we

are focused on making sure nobody is left behind and our clients receive the best possible support to achieve their work ambitions.

Casestudy: Supporting people to progress

"One client in particular, who came to us from the prison service, expressed he never thought he would be working in the time he was linked in with our support. He has now progressed to management in his role, still has regular contact with me and is one of our employer contacts."

Ashley Behan,
Employment Advisor

Review of the year: Ireland

As an employment services provider, we know that every time we help a client find work, it makes a life changing difference. Finding work means people are better able to plan for the future and have a greater sense of purpose. When the pandemic hit, our advisors continued regular contact with our clients remotely by phone and online. This contact in uncertain times was appreciated by those living alone or in isolated locations. For some clients, it was the only contact they had during lockdown with another person.

Many of our long-term unemployed clients found themselves trying to find work in a more competitive labour market, because of a sharp increase in the number of newly unemployed people due to the pandemic who are also accessing the Pandemic Unemployment Payment. Despite the challenges, our clients have provided positive feedback about the contact our employment advisors continue to have with them.

Our clients' perceptions shone through in the satisfaction scores of the surveys conducted by our Central Customer Service team. They conducted 6000 client surveys with satisfaction ratings of 95%.

The labour market has been severely disrupted in 2020, but our service provided a rapid response to employers seeing a spike in recruitment in response to an increase in demand for their products or services.

We adjusted to meet this challenge and our shift in approach contributed to us supporting 3,000 long-term unemployed clients back into work between March and December 2020. This was a significant achievement given the slow down in the employment market, particularly during lockdown periods. This, in part, was delivered because our business has embraced digital ways of working. Services, including all documentation for client approval and signature, moved to a 'digital by default' process to speed up our operations.

The pandemic has exposed how fragile some livelihoods are. We are committed to doing all we can to support our clients to navigate the pandemic and build a life in secure employment.



Casestudy: Achieving financial independence

"I had a client who was a part time gym instructor, but his dream was to run his own catering business. He was given support to develop his business plan and advice about setting up a mobile catering business in his local community. The takeaway business was such a success that it became his main source of income and he is now financially independent."

Adam Nolan,
Employment Advisor



Casestudy: Building confidence

“Recently a client told me, without Seetec she would not have got back into employment. Having been out of the work for so long and the stress of the pandemic, she found herself in a rut. She felt being in her 50s, not having any qualifications or basic IT skills, she would not be successful in the current job market. After many phone calls working on her CV, applications and interview skills, she started to believe in herself again and secured employment where she is now thriving.”

Megan Buckley,
Employer Advisor

Targets and ambitions for 2021

Our success in 2020 underlined for the Irish Government the value of this form of contracted public employment service. We want to build on this success and cement our role in delivering public employment services in Ireland. At the same time, we want to expand our commissioner base and diversify to build a lasting and sustainable business for all our employee-owners in Ireland.

Our key priorities this year:

- Strengthen our senior management team to meet our strategic objectives and to continue the successful and profitable delivery of JobPath.
- Strengthen our Board with the addition of a Non-Executive Director who can support our diversification and development.
- Embed the Seetec Group's employee ownership culture across all operations in Ireland.
- Reach out through networking, stakeholder engagement and more external communications to tell our story.
- Diversify by moving into the further education training sector in Ireland.
- Navigate the challenges we face to maintain the financial health of the business and strong balance sheet, to give confidence to our current commissioner and future commissioners in Seetec as a first-class provider.

Although the pandemic continues to present a challenge, we are looking forward to expanding our presence in Ireland and developing new opportunities to enhance the support we can provide those in communities who feel left behind and need support to fulfil their true potential.



“Responding to the pandemic and the impact on livelihoods in Ireland has been at the forefront of our minds.

The extension to the JobPath contract allows us to continue to provide support to help more people find and sustain full-time employment. We want to be more ambitious this year and continue to look for new opportunities to expand our reach.”

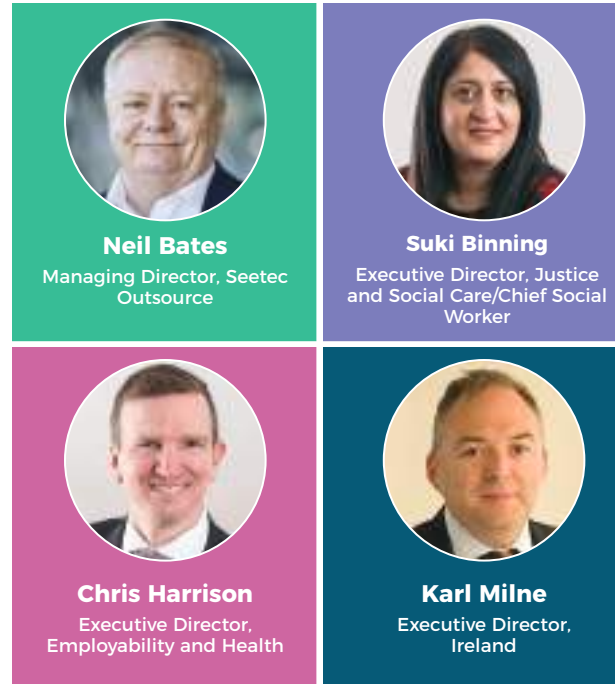
Karl Milne,
Executive Director, Ireland

Our senior leadership team

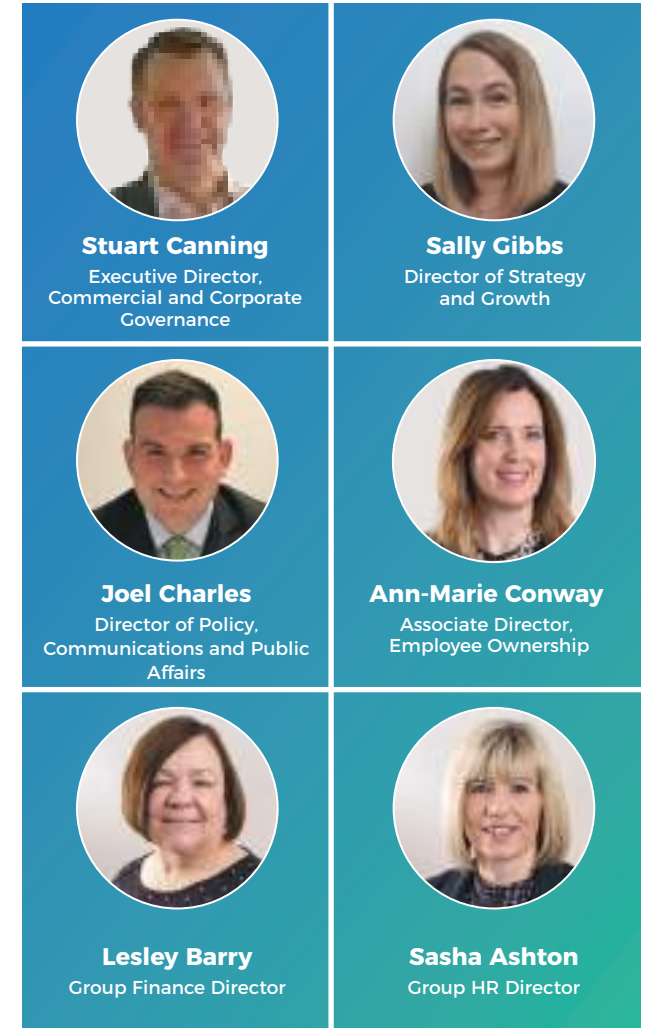
Non-Executive Leadership



Pillar Directors



Corporate Directors



Group Executive Leadership



Meet the employee council



Rosie Cherrill

Assistant PA
Seetec Corporate Services,
Hockley (Head Office)



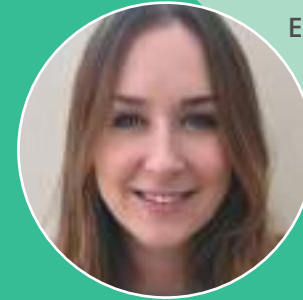
Janet Creavy

Centre Manager
Seetec Ireland,
Dublin



Suzanne Purcell

Regional ETE Manager
Seetec Justice, Sussex



Deputy
Employee
Trustee
Director

Harriet Kelly

ESOL Lead
Seetec Outsource,
Liverpool



Alex Parnell

Performance Manager
Seetec Pluss,
East of England



Benjamin Bizzell

Information
Security Officer
Seetec Corporate Services,
Hockley (Head Office)



Niamh Forde

Employment Adviser
Seetec Ireland, Galway



**Benjamin
McCormick**

Resource Administrator
Seetec Justice, North Wales



Employee
Trustee
Director

Karen Palfreyman

Quality Performance
Analyst
Seetec Outsource,
Derbyshire



Jo Hannar

Contract Manager
Seetec Pluss,
Yorkshire