



**CSSC**

**OPERATIONAL  
PLAN  
2026-2028**

## A VISION OF 2028: BETH'S STORY



Beth, a 35-year-old middle manager in a local council, has always balanced the demands of work, family, and the constant challenge of making time for herself. With two young children and long working hours, her days were filled with back-to-back meetings, commutes, childcare, and a never-ending to-do list. While her household income was comfortable, once the bills were paid there was little left over for family adventures or activities. Her ambition to focus on her wellbeing – to move more, find moments of calm, and spend quality time with her family – always seemed just out of reach.



When her office joined CSSC's Active Wellbeing steps challenge, something shifted. For the first time, wellbeing felt like a shared priority at work, not an individual struggle. Walking meetings, lunchtime strolls, and a buzz of healthy competition across teams gave Beth a new sense of energy and possibility.

Through the challenge, she was introduced to the CSSC platform. What started as a few nudges quickly became life-changing. A reminder about morning yoga led to a new daily ritual before her children woke up. Personalised recommendations connected her to local activities, family days out, and affordable leisure opportunities that suddenly made weekends richer and easier to plan – without stretching her budget.



Beth discovered that CSSC was more than a platform – it was a catalyst for reimagining how she and her family could live, play, and thrive. The savings on days out, the inspiration to join a beginner's running group, and the encouragement to keep active all added up to something bigger: a healthier, happier lifestyle that felt sustainable and affordable.



By the time the challenge ended, Beth knew she didn't want to go back to "before." She became a full CSSC member overnight, and her personalised dashboard evolved into a companion that felt part personal coach, part trusted friend. It gave her confidence, freed up her time, and even stretched her limited disposable income further.

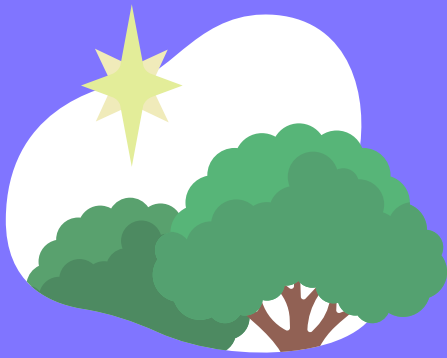


Beth no longer saw wellbeing as something she couldn't find time or money for. It became part of who she was. And her enthusiasm was contagious – by the next Active Wellbeing Challenge, her entire team had followed her lead, unlocking the same energy and inspiration.

Beth's journey is not just her story. It's a vision of what's possible when wellbeing, community, and opportunity come together – and what CSSC can spark in anyone who dares to imagine a different way of living.

**CSSC: proud to be member first.  
Your wellbeing, your way. Your CSSC.**

# OUR THREE-YEAR & BEYOND GROWTH JOURNEY



## Our North Star

To be a member-owned organisation that inspires wellbeing, builds community, and fosters a genuine sense of belonging – earning lifelong loyalty through trust and meaningful connection.

Financial sustainability will be achieved through Revenue Growth, Greater Engagement and Membership Stability



## 2026: Invest & Innovate

A year of strategic investment to modernise our operations, data, and digital foundations. We will test and refine a new, agile operating model that shifts focus from membership volume to sustainable revenue growth and genuine member engagement.



## 2027 – Embed & Enable

We will embed a member-first culture and fully implement the systems and capabilities that support insight-driven decision-making. Our operations will become streamlined, connected, and efficient – delivering measurable value and preparing CSSC for scalable growth.



## 2028 – Grow & Deliver

CSSC will demonstrate tangible results: increased revenue, stronger engagement, and enhanced financial resilience. We will stand apart as the membership body of choice for public sector employees – recognised for empowering every member to pursue wellbeing their way.