

Strategy 2015 – 2020 and Business Plan April 2015

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Our Vision:

... is to be an inspirational network of support available to everyone who has received a custodial or community sentence, enabling them to change their lives, and build a better future for themselves and their community

Peninsula Initiative Community Chaplaincy

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1.0 COMMUNITY CHAPLAINCY in a NATIONAL CONTEXT

Community Chaplaincy projects began to spring up in the United Kingdom at the turn of the millennium. Through Community Chaplaincy, a focus is created for faith communities to actively work to improve the support available for those being released from prison who want to make a new start, thus supporting desistance and reducing re-offending.

Nationally, there are a growing number of local Community Chaplaincy projects and, in early 2010, the Community Chaplaincy Association was launched. This membership organisation:-

- 1 Builds the Network to enlarge, strengthen and increase national coverage.
- 2 Promotes Community Chaplaincy at a national level, to ensure a good understanding, and thus support for the work.
- 3 Enables objective evaluation of Community Chaplaincy success, to enable funding, and to underpin continuous improvement.
- 4 Supports sharing of best practice, including findings from research on desistance
- 5 Encourages Members in deepening their involvement with the community

As of early 2015, there are twenty one operational member projects of the CCA across England and Wales, with a further nine projects in the process of being set up.

2.0 COMMUNITY CHAPLAINCY IN THE SOUTH WEST

South West Community Chaplaincy Ltd is a Company Limited by Guarantee No: 06132161. The Company was registered with the Charity Commission on 3rd March 2009 – Charity No: 1128372.

South West Community Chaplaincy Ltd has two strands: The first strand is concerning region-wide development, to work towards co-ordinated and sustainable Community Chaplaincy across the whole of the South West region, in partnership with other established and embryonic projects. In 2014, the initiative was taken to set up a mentoring consortium in partnership with other mentoring projects in the region. At the outset of this plan, the South West Mentoring Consortium is in place, has appointed a Managing Agent and is ready to tender for work.

The second, and larger, strand is a local operational project that works with people who have received a custodial or community sentence, and are resettling in Cornwall, Devon, or West Somerset. This is known as Peninsula Initiative Community Chaplaincy (PICC). This document largely focuses on this one aspect of PICC.

2.1 MILESTONES:

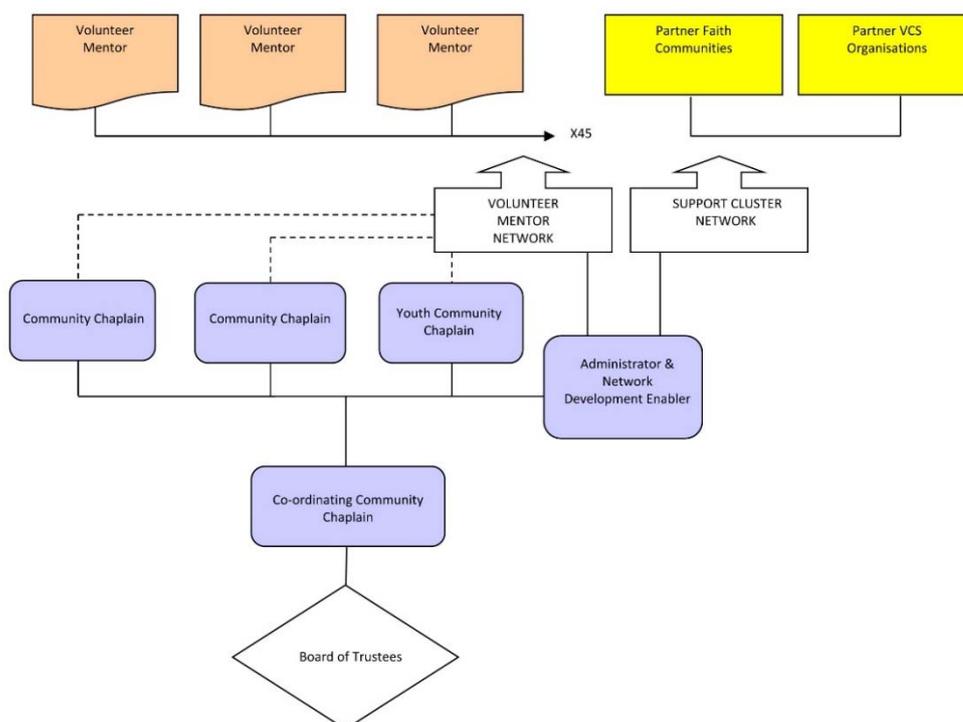
- ↓ In 2005, a steering group was formed to develop a Community Chaplaincy project, in the South West peninsula. The group included representatives from the Devon Forum for Justice, Diocese of Exeter, HMP Exeter Chaplaincy, Prison Fellowship, Islamic Centre for the South West, YMCA, Devon and Cornwall Police and local faith communities.

- ↓ In 2007, Peninsula Initiative Community Chaplaincy became operational, through the appointment of a Community Chaplain, working in the three Devon prisons, Exeter, Dartmoor and Channings Wood.
- ↓ In 2010, PICC expanded, thanks to a generous grant from the Lloyds Foundation for England and Wales, that enabled us to appoint a Youth Community Chaplain to work with young people aged twenty one and under, released from HMYOI Portland.
- ↓ In 2010/11, we commissioned, and subsequently launched, a bespoke training package for volunteer mentors.
- ↓ In 2012, further expansion was made possible through a grant from the Henry Smith Charity, to appoint a Co-ordinating Community Chaplain. Also in 2012, we began to provide support to women released from HMP Eastwood Park and HMP Send.
- ↓ In 2013, PICC gained Approved Provider Status with the Mentoring and Befriending Foundation.
- ↓ In 2014, PICC initiated and facilitated the development of a consortium of mentoring organisations, known as South West Mentoring Consortium.
- ↓ As at the start of 2015 we have forty five trained mentors and over fifty partner faith communities, working with us across Cornwall, Devon and West Somerset

2.2 GOVERNANCE & STRUCTURE

South West Community Chaplaincy Ltd has a Board of Trustees, consisting of up to twelve individuals. The Management Committee meets at least six times each year, and consists of the Board of Trustees and other key personnel.

Organisational Chart



3.0 PENINSULA INITIATIVE COMMUNITY CHAPLAINCY

3.1 VISION

Our vision is to be an inspirational network of support available to everyone who has received a custodial or community sentence, enabling them to change their lives, and build a better future for themselves and their community

3.2 MISSION

The mission of PICC, working in the South West of England, is to enable, through all the resources available to it, the best possible rehabilitation, restoration and reintegration into the community, of people who have been subject to a custodial or community sentence.

Through a dedicated staff and volunteer team, and the continual development of a comprehensive network of local faith communities and links to other services, PICC offers person-centred holistic support, by means of practical assistance, signposting and advocacy within a mentoring relationship.

The foundations of PICC are derived from faith-based principles, not least of hope, compassion, forgiveness, the intrinsic uniqueness and value of every person, and the possibility of change and renewal for all, regardless of what has happened in the past.

3.3 AIMS

- To assist those serving, or who have served, custodial or community sentences to be successfully resettled in their local communities, within the counties of Cornwall, Devon and SW Somerset.
- To facilitate and assist faith communities in the SW peninsula to become more proactive partners with prisons, community rehabilitation companies, police, Youth Justice Board and other agencies, in working towards the successful resettlement of offenders.
- To recruit, train and support volunteers to provide a range of locally based mentoring services to ex-prisoners, when they return to those areas, during the resettlement process.
- To work in partnership with other agencies to enable ex-prisoners to access housing, benefits, employment and family support.
- To contribute towards local crime reduction strategies, particularly in regard to reducing fear of crime experienced by members of local communities, by engaging them in the community response.

3.4 VALUES

3.4.1 Values about people

Equality

We affirm the God-given value of each person, and believe in the equal value of all. We stand for respect and freedom for everyone, and tolerance and understanding between people of different opinions

Transformation

We believe that everyone should have the opportunity to develop and change, realising their potential, and thus make a full contribution to society. We believe that as we grow and change, not only are we transformed, but also the world around us.

3.4.2 Values about the way we work

Commitment to each other

We believe that a tolerant society is one in which people of different opinions can live together in peace. In working together to deliver the work of the organisation, we want to endeavour at all times to trust one another, being patient and forbearing. We should work at paying attention to the way we speak to one another, attempting to listen well, even when it is uncomfortable to do so, being able to confront difficulties carefully and with compassion.

Interdependence

We believe that each person has his, or her, own part to play, and contribution to make to the whole. We believe that every opportunity should be taken to exchange views, so that we can improve our understanding of ourselves, and of one another, and of the work we do.

Community

We believe that a healthy community is one to which people feel that they belong. Within this organisation, we are committed to a way of life in which volunteers and staff experience a sense of belonging to, and identity with, the organisation. We believe that successful delivery of our mission happens when people feel they belong and have a role, where inclusive community and a family atmosphere are fostered.

Excellence

We strive to continually improve the work that we do, and to aim for the best possible standard of service for all.

3.4.3 Values about the organisation

Integrity

We believe that our mission and purpose is indissolubly linked with how we operate internally. The values, which we promote for ourselves as an organisation, should be matched by those which we practice when relating to others. The link between who we are and what we do cannot be broken.

Transparency

We believe that we should be open and transparent about our faith basis, and the link between this and our mission, in matters of publicity, fundraising, employment etc.

Accountability

We believe that we should exercise wisdom, integrity and responsibility in using the resources entrusted to us.

Diversity

We want to embrace the values of inclusivity and diversity and are committed to pursuing a policy of equality of opportunity, regardless of race, gender, nationality, faith, ethnic or cultural origin, sexual orientation, age, marital status, disability, class or economic status.

Partnership

We believe in working for the common good, through partnership with other organisations, faith communities and voluntary and statutory agencies. It is vital that we do not duplicate other projects and initiatives, but that we complement existing provision, working within a multi-disciplinary and inter-faith approach. In particular, we seek to encourage, serve and build up other bodies, recognising their role within local communities. In taking this approach, we aim to build a truly comprehensive support network, links to all services, in all localities.

3.4.4 Faith Ethos

Peninsula Initiative Community Chaplaincy is a faith-based organisation, and its foundations are derived from faith-based principles. PICC seeks to provide holistic support for people who have received a custodial or community sentence, as they seek to make a fresh start. By 'holistic', we mean support that is practical, emotional, relational, developmental, social and spiritual. We work with people of all faiths, and none. It is not zealous outreach, although it will respond to those who wish to explore and develop their faith, whatever faith that may be.

PICC engages with the lives of many people in our society who are in deep trouble; disaffected; judged in the popular press; depressed and anxious; affected by troubled family relationships; or suffering from drug misuse issues. In short, already in prison.

We provide a focus for harnessing the extensive resources of faith communities, to work in partnership with others, in the community response to the challenge of law and order issues. Such resources enable us to support those most at need, with often complex and multiple requirements.

We are committed to maintaining our faith ethos by ensuring that, where there is a genuine occupational requirement to do so, people of faith are appointed to those positions that require people of faith to fill them.

Faith communities have a crucial role to play in helping those who have been in prison to settle back into the local community. They can provide long-term stability and invaluable support to those in need, through common principles and beliefs:-

Hope for both victims and ex-offenders. Sometimes, our role is holding onto hope for those who cannot yet hold it for themselves. For all, it is about inspiring hope, whilst providing the support needed to fulfil that which is hoped for.

Love, unconditional tough love, compassion and kindness; love that goes the extra mile but does not count the cost. At the same time, such love does not shirk from challenge.

Belief in the intrinsic uniqueness of someone who (often) does not believe in themselves.

Restorative Justice: Holding on to the fact that there is the possibility of restoration, forgiveness and a new start for anyone, regardless of what they have done.

Restoration of Relationships: Demonstrating and modelling caring, consistent and stable relationships; mending family ties; showing people that they matter, and are valuable, through unconditional relationships.

Walking alongside as a companion on a journey, when one stumbles, there is another to help them up, and on with the journey.

The faith ethos of Community Chaplaincy provides a firm foundation for the work that we do, a motivation for doing it, and ultimately, a profound benefit for those we work with.



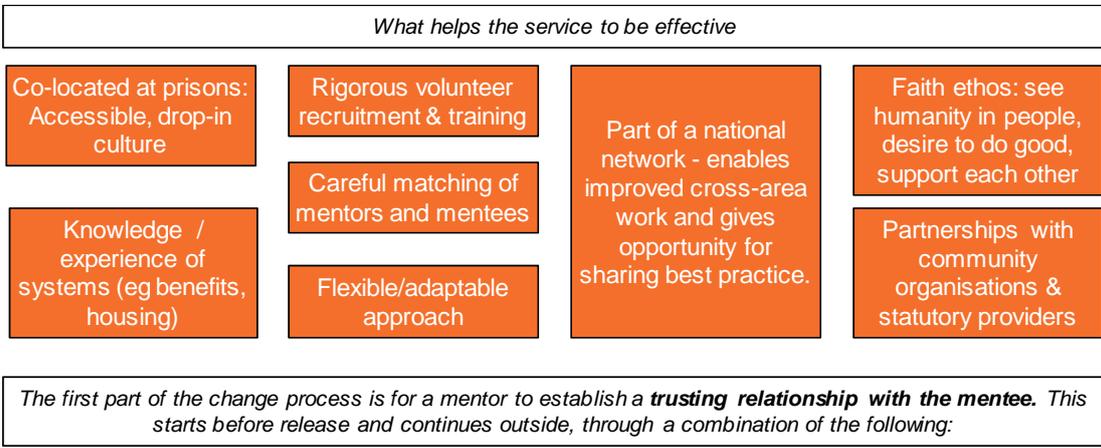
Hi
It's J here!! ... I hope you got back OK yesterday? I just want to thank u again for all you've done for me. U really have gone above and beyond anything I cud have hoped 4 in the way of help! It really has helped me already, in that because I know I'm going to be OK now, I feel a bit stronger. More able to stay clean!!!!!! I can't explain it but I think our main boss has something to do with us meeting each other which in turn is helping me feel stronger, an 'worth' staying clean for. So from the bottom of my heart really, THANKU!!! Maybe one day you'll understand how much you've helped my soul when you see me clean and refreshed.

4.0 THEORY OF CHANGE and DESISTANCE

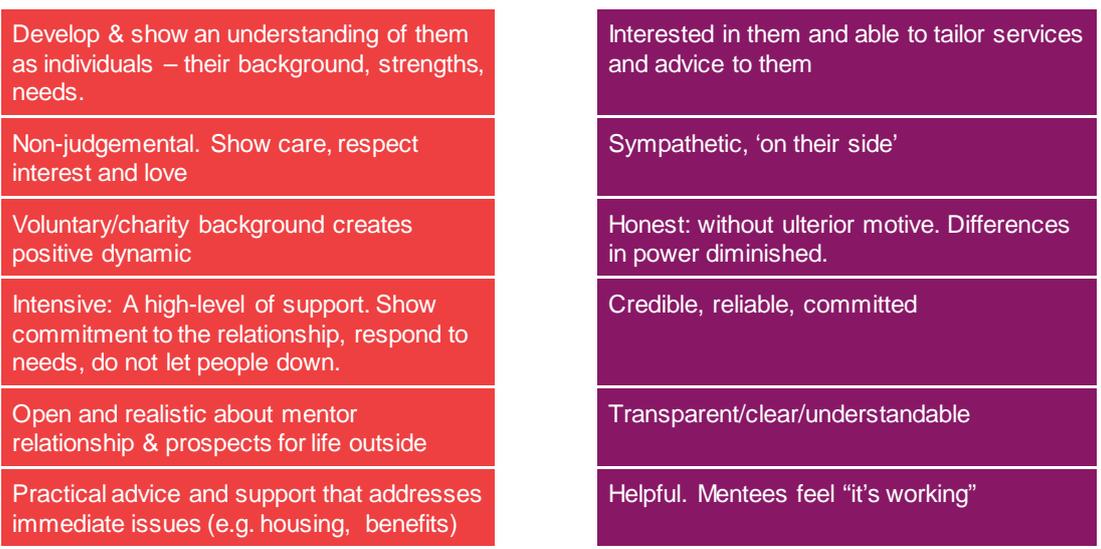
4.1 Theory of Change

During early 2014, we worked with a number of other Community Chaplaincy projects, the Community Chaplaincy Association (CCA) and New Philanthropy Capital, to develop a Theory of Change for Community Chaplaincy. There is good evidence from academic research that outcomes do lead to participants taking responsibility for their own future, and demonstrating a sincere commitment to working towards a more positive and fulfilling future away from offending behaviour. This results in a reduction in reoffending.

The initial contact with mentees is on a voluntary basis, so we build a nascent desire to change. Mentors meet with mentees at least weekly, and focus on a range of different factors. The process is dynamic, so while the theory of change below outlines a broad sequence, the reality is that the journey will differ for each individual. There will be steps forward and backwards throughout.

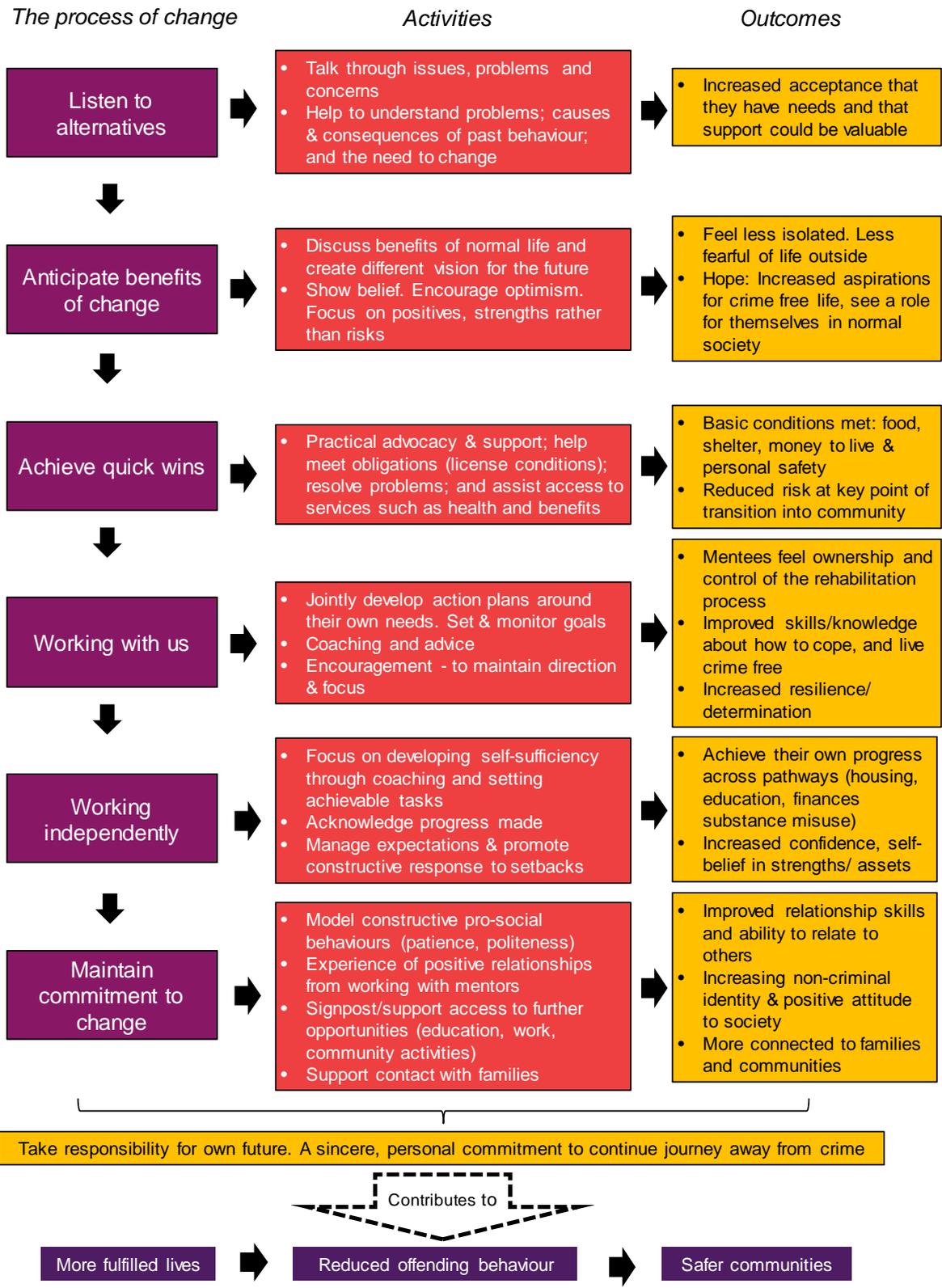


The mentor's approach **→** *The result: mentees see us as:*



Establish a trusting and understanding relationship between mentees and mentors

The trusting relationship provides a platform for a range of activities and outcomes. These are split out and sequenced below, but are fundamentally interrelated - such that progress in one area contributes to another. The long term goals are shown at the bottom of the chart



4.2 Desistance

In order to gain an understanding of how best to support people who want to move away from a life of crime, it is important to refer to academic research on how and why people stop offending, and use this knowledge to inform our practice. This concept is known as desistance. Primary desistance refers to the absence of offending behavior, and any lull, or gap in a person's offending, can be considered desistance in this sense. However, this is distinct from secondary desistance, which refers to a much more deep-seated change in the person, reflected in their developing an identity and perception of themselves as a non-offender. Positive factors that can influence desistance from crime include:-

- Maturity: people may 'grow out' of crime.
- Relationships: the forming, or renewing, of strong and supportive family, partner, peer group, or other relational bonds, can assist with the desistance process.
- Employment: gaining employment gives individuals a sense of achievement and purpose.
- Faith: adopting faith, and becoming part of a faith community, can act as 'catalysts for change', and help support individuals on their journey to desistance.
- Identity and self-belief: an individual's identity and perception of themselves are heavily influenced by the positive and negative labels that are applied to them by others. Helping an individual to recognise their strengths, and building their self – esteem and confidence, will help them overcome negative labels, and enable them to perceive themselves as belonging within the community.

To support secondary desistance, researchers have identified important aspects of service delivery. It is our intention to ensure that these are embedded in our work:¹

- ✓ Client Engagement - Community Chaplain or Mentor and client working together to understand the needs of the client and develop a plan.
- ✓ Flexible and Holistic Services
- ✓ Focusing on and developing the strengths of the client
- ✓ Partnership Working
- ✓ Working with and through families and groups
- ✓ Involving clients in the design, development and delivery of the service
- ✓ Allowing and empowering clients to have a voice
- ✓ Enabling clients to have a sense of belonging
- ✓ Transparency
- ✓ Facilitating Peer Support
- ✓ Fostering Creativity
- ✓ Long-term support

¹ Extracts from CLINKS London (2013) *Introducing Desistance: A Guide for Voluntary, Community and Social Enterprise Sector Organisations*

5.0 BENEFICIARIES OF THE PROJECT

5.1 Ex-prisoners

Ex-prisoners benefit from being offered bespoke support as appropriate, including:-

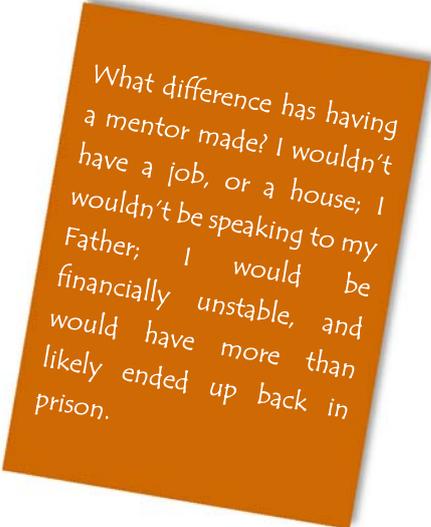
- Accepting and compassionate relationship that builds trust and hope, through which the individual can make the changes needed to build a better future, desist from offending, and identify with the law-abiding community. See 4.1 Theory of Change.
- Meetings with the Community Chaplain prior to discharge from prison.
- Appropriate links with a volunteer mentor prior to discharge, and regular meetings in the community.
- Being met by a staff member or volunteer(s) at the point of discharge from prison, and accompanied home, or to pre-arranged accommodation. Ongoing support from volunteers after the ex-prisoner is discharged, through linking with the appropriate support group in the area of resettlement.
- Support and assistance from volunteer(s) to attend appointments with Probation Service, Job Centre, Benefits Agency, Housing Office, etc., as appropriate for each individual.
- Regular contact with assigned volunteers, including emergency telephone number, via mobile phone.
- Ongoing support to attend meetings with statutory and voluntary agencies as, and when, required.
- Continued support, through faith networks, to sustain and develop faith where this is requested.

For each beneficiary, a case file is consistently maintained to ensure that 'joined-up' and holistic support is constant and continually available, for as long as an individual wishes to engage with the service.

5.2 Families

Families of ex-prisoners benefit by:-

- Support offered to the ex-offender, reducing tension within the family home.
- Support to individual members of the family, as they adjust to having the ex-offender back at home.
- Assistance to access advice and information about all aspects of resettlement.
- An offer of support from local faith communities.



What difference has having a mentor made? I wouldn't have a job, or a house; I wouldn't be speaking to my Father; I would be financially unstable, and would have more than likely ended up back in prison.

5.3 Local Communities

Local communities benefit by:-

- Active involvement in a local initiative supporting ex-offenders, designed to help people desist from returning to offending behaviour.
- Successful resettlement that will lead to a reduction in crime.
- A reduction in crime, that reduces fear of crime.

5.4 Volunteers

Volunteers benefit from:-

- Training that will develop personal skill.
- Guidance and support that will enable them to work in a challenging area of social provision.
- The enriching experience of personal contact with ex-prisoners.

5.5 Faith Communities

Faith communities benefit from:-

- The enriching experience of personal contact with ex-prisoners.
- Building up relationships of trust.
- Encouragement of local faith community groups.
- Greater awareness of the difficulties faced by ex-prisoners.

6.0 A SNAPSHOT OF THE NEED

Community Chaplaincy is a response to the many, and complex needs, of people who are returning to the community after a period of time in custody. The following statistics highlight some of these needs nationally, and also touch on the additional challenges that people face in the South West due to the rural nature of this large and diverse geographical area.

Social characteristics of adult prisoners:-

Characteristic	General Population	Prison Population
Taken into care as a child	2%	24% (31% for women, 24% for men)
Experienced abuse as a child	20%	29% (53% for women, 27% for men)
Observed violence in the home as a child	14%	41% (50% for women, 40% for men)
Regularly truanted from school	5.2%(England) 4.8% Wales	59%
Expelled or permanently excluded from school	In 2005 >1% of school pupils were permanently excluded (England)	42% (32% for women, 43% for men)

No qualifications	15% of working age population	47%
Numeracy at or below Level 1 (level expected of 11 year olds)	23%	65%
Reading ability at, or below, Level 1	21-23%	48%
Unemployed in the four weeks before imprisonment	7.7 of the economically active population are unemployed%	68% (81% for women, 67% for men)
Homeless before entering custody	4% have been homeless or in temporary accommodation	15%
Have children under the age of 18	Approximately 27% of the over 18 population	54%
Identified as suffering from both anxiety and depression	15%	25% (49% for women, 23% for men)
Have ever used Class A drugs	13%	64%
Have attempted suicide at some point	6%	46% for women, 21% for men

Prison population data taken from Results from the Ministry of Justice (MoJ) Surveying Prisoner Crime Reduction (SPCR) survey published in:

MoJ (2012) Prisoners' childhood and family backgrounds, London: MoJ

MoJ (2012) The pre-custody employment, training and education status of newly sentenced prisoners, London: MoJ

MoJ (2012) Accommodation, homelessness and reoffending of prisoners, London: MoJ

MoJ (2012) Estimating the prevalence of disability amongst prisoners, London: MoJ

MoJ (2010) Compendium of reoffending statistics, London: MoJ

Re-offending and imprisonment

45.2% of adults are reconvicted within one year of being released from prison, a reduction of 1.7 percentage points on the year before. For those serving sentences of less than 12 months this increases to 57.7%, an increase of 3.2 percentage points from 2000. For those who have served 11 or more previous custodial sentences, the rate of reoffending rises to 68.7%.

Table 19a, Ministry of Justice (2014) Proven re-offending statistics quarterly, April 2011 to March 2012, London@ Ministry of Justice, and Table 7a, Ministry of Justice (2013) Proven re-offending statistics quarterly January 2011-December 2011, London: Ministry of Justice

Prison Population

On 10 October 2014, the prison population in England and Wales was 84,485.² In 1994, the average prison population was 48,621.³ On 30 June 2014 the recall population stood at 5,260.⁴

Homelessness

37% of newly sentenced prisoners stated that they would need help finding a place to live when released.⁵

² MoJ (2014) *Population and Capacity briefing for 10 October 2014*, London: MoJ

³ Table A1.2, MoJ (2014) *Offender Management Statistics Prison Population 2014*, London MoJ

⁴ Table A1.1 MoJ (2014) *Offender Management Statistics Prison Population 2014*, London: MoJ

⁵ MoJ (2012) *Research Summary 3/12, Accommodation, homelessness and reoffending of prisoners*, London: MoJ

Getting ex-prisoners into stable housing can act as a gateway to effective resettlement. Home Office research has found that prisoners who have accommodation arranged on release are four times more likely to have employment, education or training arranged than those who don't.⁶

Geographical dynamics

The 'Peninsula' area, Cornwall, Devon and West Somerset, makes up approximately half of the land area of the South West Region. The largest centres of population are Plymouth, Exeter and Torbay. Otherwise, the area is largely rural, and not well served by public transport. People leaving prison can therefore find themselves cut off from specialist support.⁷

The average distance adult women in prison are held from their home or committal court address is sixty miles. In Eastwood Park prison (Gloucestershire) where almost all of the women committed to prison by the courts in Devon, Cornwall and Somerset are sent, 20% are over one hundred and fifty miles from home:



Women in Prison (2013) State of the Estate: Women in Prison's report on the women's custodial estate 2011-12
 MoJ, Freedom of Information request 75412
 HMP/YOI Eastwood Park Independent Monitoring Board (2011) Annual Report 2010-11

In October 2013, the Women's Custodial Estate Review was published "signaling a new way of working for women's prisons". It proposed reducing capacity by 401 places. The re-rolling of HMP Downview will contribute to this target, but it also foresees the closure of HMPs Askham Grange and Eastwood Park, the only open prisons for women.⁸

⁶ Niven, S. and Stewart, D. (2005) *Resettlement outcomes on release from prison, Home Office Findings 248*, London: Home Office; Home Office (2001) *Jobs and Homes – a survey of prisoners nearing release. Findings 173*. London: Home Office
⁷ *NOMS South West Regional Commissioning Play Draft v 0.9* 20 December 2006
⁸ Robinson, C. (2013) *Women's Custodial Estate Review*, London: National Offender Management Service

7.0 Analysis of POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL and LEGAL factors that may affect the project

PICC carried out a PESTEL analysis of the external factors that may affect its work during the next 1-3 years, and identified the following as potentially the greatest challenges for the organisation and its clients:-

Political

In May 2013, Chris Grayling, Lord Chancellor and Secretary of State for Justice, published *'Transforming Rehabilitation, A Strategy for Reform'*. The paper outlined the intention to introduce dramatic changes in the way that services to offenders are delivered. The resulting 'Transforming Rehabilitation' programme is now well in progress and at the time of writing, the new structure for delivery is almost in place. Key facets of the programme include:-

- To extend statutory supervision and rehabilitation support to all 50,000 of the most prolific offender group, those sentenced to less than twelve months in custody.
- To put in place an unprecedented nationwide 'through the prison gate' resettlement service, meaning most offenders are given continuous support by one provider, from custody into the community.
- To open up the market to a diverse range of new rehabilitation providers, in order to get the best out of the public, voluntary and private sectors, by way of a competitive 'payment by results' structure.
- To reform probation services across England and Wales by contracting out work with low and medium risk offenders to the private and voluntary sector.
- To provide mentoring support to every prison leaver.

With eight years of experience in the provision of mentoring support to prison leavers, PICC can bring a highly significant contribution to the table, and it is crucial that we are able to balance the need to work appropriately, co-operatively and effectively within the Criminal Justice System, whilst maintaining the distinctive nature of our motivation and ethos. A key question that is yet unanswered is how mentoring will be 'offered' to each offender. It is essential that mentoring remains a voluntary activity for the client, not an obligatory one (i.e. that it does not form part of any licence conditions), in order to protect the nature of the mentoring relationship.

Economic

- Reduced funding from grant making trusts.
- Reduced funding from local government sources.
- Cuts in services for clients, including accommodation and substance misuse services.
- Effects on client benefits, changes in eligibility, greater incidence of sanctions.

With Transforming Rehabilitation, comes the possibility of contract funding opportunities to deliver mentoring as part of the overall resettlement arrangements for prisoners. At the same time however, other sources of funding are clearly reducing, especially from grant making trusts. For our clients, cuts in services, coupled with significant changes in benefits arrangements, are causing more hardship and an observably greater level of setbacks.

Social

- Social exclusion:- greater gap between rich and poor, more stigmatisation
- Family breakdown, support and culture

As can be seen from the table under section 6, 'Social characteristics of adult prisoners', the clients we serve typically face multiple exclusion issues and, as the gap between rich and poor becomes every greater, they are increasingly becoming more marginalised.

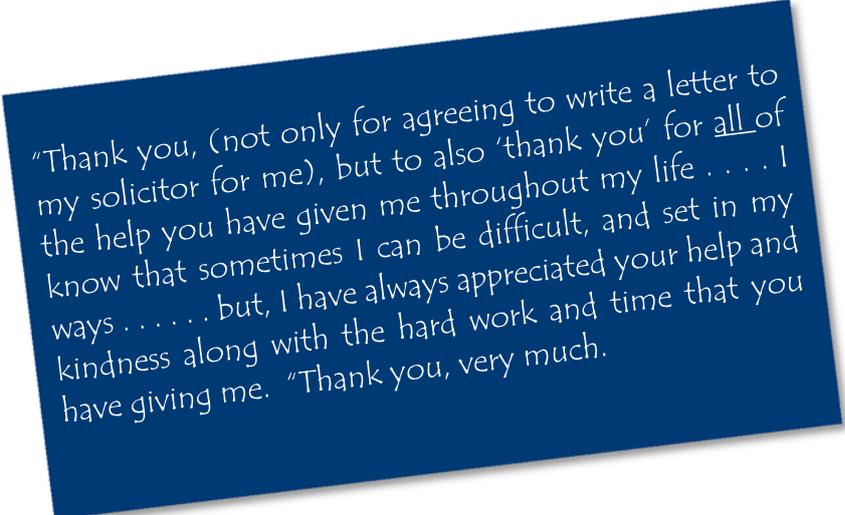
Technological

- Use of social media

Social media offers great opportunities for increased communication, especially cost-efficient ways of keeping in touch with our geographically widespread network of volunteers, partners and supporters. It is timely now for us to explore how we can make better use of this technology, but at the same time, extreme care will need to be taken to ensure that we protect the personal privacy of our people at all times.

- Greater requirement for recording and monitoring

Transforming Rehabilitation will bring with it increased challenges of capturing and recording data and outcomes. Whilst we have already invested in recording systems, especially the Chaplaincy Client database, we may find that we are required to comply with systems that are different from the ones that we use.



"Thank you, (not only for agreeing to write a letter to my solicitor for me), but to also 'thank you' for all of the help you have given me throughout my life I know that sometimes I can be difficult, and set in my ways but, I have always appreciated your help and kindness along with the hard work and time that you have giving me. "Thank you, very much.

Building CAPACITY

To increase the capacity and infrastructure of the project, so that we can provide holistic, person-centred support to many more people who have received a custodial or community sentence.

Valuing PEOPLE

Investing in our key strength: our committed staff and volunteers who, between them, bring a wealth of knowledge, experience and care for others, and in turn inspire a new sense of worth, value and hope in our clients.

8.0 BUSINESS PLAN 2015-16

To build a comprehensive support network, accessible to all, through developing partnerships with relevant agencies and communities. Links to all services, in all localities.

Investing in PARTNERSHIP

To ensure the Project strives for excellence, through setting high standards, and through measuring our effectiveness and impact.

Striving for EXCELLENCE

8.1 Building CAPACITY: To increase the capacity and infrastructure of the project so that we can provide holistic, person-centred support to many more people who have been given a custodial or community sentence.

- Improve sustainability:-
 - > Develop and embed a regular giving scheme to ensure core funding for the work of PICC.
 - > Expand the reach and distribution of PICC's regular newsletter.
 - > BRIDGE Project, JustPeople/Tribal, gather evidence and complete evaluation, as evidence of track record in working with TR model.
 - > Investigate a more diverse range of funding streams.

- Grow the infrastructure to meet the increased and diverse demand that Transforming Rehabilitation will bring:-
 - > Secure funding and appoint a Volunteer Co-ordinator
 - > Secure funding to grow the team of Community Chaplains.
 - > Deliver a minimum of three core training programmes each year and aim to train a minimum of 40 new mentors by the end of 2016, then a further 15-20 in each successive year.
 - > Cement our relationship with Working Links and the CRC's.
 - > Investigate expansion into working with people who have received non-custodial sentences, and those at risk of offending.

- Focus on achieving the greatest possible benefit from the resources we have:-
 - > Maintain and expand directory of services available to ex-prisoners across our catchment area. Build effective partnerships with these agencies.
 - > Continue a dialogue to understand how we can best apportion the resources we have, including how we respond to clients who engage sporadically, or who request our help but do not seem to show any signs of wanting to change.
 - > Scope out opportunities to introduce restorative justice practice into our way of working.

8.2 Investing in PARTNERSHIP: To build a comprehensive support network, accessible to all, through developing partnerships with relevant agencies and communities. Links to all services, in all localities.

- Continue to make a leading contribution to the development of partnership working through the newly established South West Mentoring Consortium, and develop its reach across the South West.

- > Seek new partners within the Dorset, Devon & Cornwall and Bristol, Gloucestershire, Somerset & Wiltshire package areas to join the consortium.
- Strengthen our existing links with partners and organisations within the South West and develop new partnerships, in order to support effective and comprehensive service provision for people who are leaving prison, whether they are in custody within our catchment area, or outside of it.
 - > Promote the work of PICC across the churches and faith communities and recruit partner faith communities in every locality.
 - > Deliver group training directly to churches and faith communities, to equip them to work with ex-offenders.
- Raise awareness of our work amongst partners, and potential partners, in order to support an effective and seamless transition for people who are imprisoned outside of our area of operation, but will be returning to the peninsula when they leave prison.
 - > Ensure ongoing engagement with the Community Chaplaincy Association network.
 - > Maintain and develop relationships with prison chaplaincies beyond our catchment area, and with other potential referrers.

8.3 Valuing PEOPLE: Investing in our key strength: our committed staff and volunteers, who between them bring a wealth of knowledge, experience and care for others, and, in turn, to inspire a new sense of worth, value and hope in our clients.

- Commit to the ongoing development and care of our staff and volunteers:-
 - > Further develop our volunteer mentor training programme, by identifying and designing additional training modules that can be delivered through local volunteer groups (including; refresher training, mental health awareness, working with women, substance misuse etc.).
 - > Provide more opportunities for peer sharing through local volunteer groups et al, by appointing local co-ordinators in all localities (West Somerset, Mid and North Devon, Exeter and East Devon, Torbay & South Devon, Plymouth, East Cornwall, West Cornwall), and set up groups.
 - > Identify suitable external training opportunities that we might offer to volunteers.
 - > Develop a communication framework to ensure that information is shared in a comprehensive and timely manner, and improve our communication across the organisation generally, especially with volunteers.
 - > Create a Supervision and Appraisal Policy for the organisation.
 - > Ensure that all staff are supported as appropriate through a combination of group and individual supervision arrangements in accordance with the Supervision Policy once approved.

- Ensure that PICC is inclusive of everyone and respects diversity, all faiths and none, regardless of gender, age, ethnicity, disability, sexual orientation etc.:-
 - > Following changes to the prison estate in the context of TR, investigate how we can re-establish our work with 15-18 year olds and implement necessary actions to support this.
 - > Further develop our provision for women
 - > Encourage further co-operation with, and across faith traditions in the Peninsula.
- Be both a source of practical support, and a mouthpiece, for our clients when their well-being is affected by social and economic changes:-
 - > Involve clients in the design and development of our services to ensure that these remain fit for purpose and responsive to client needs.
 - > Collect information on how clients have been disadvantaged by political reforms (e.g. reductions in benefits, sanctioning of benefits, less availability of suitable accommodation etc.) and report through relevant channels.
 - > Build a bursary fund to enable people to access training/housing etc. for which no external funding is available.



8.4 Striving for EXCELLENCE: To ensure the project strives for excellence, through setting high standards and through measuring our effectiveness and impact.

- Work with the CCA to implement effective Impact Measurement and Quality Assurance measures across the whole project:-
 - > Continue to work on the Impact Measurement Pilot with other CCA member projects.
 - > Commission an external evaluation.
 - > Set in place a mechanism by which mentor reports/log sheets are captured, and records updated, more quickly and consistently.
- Review and improve the way we maintain our client records:-
 - > Investigate technology based solutions to assist in the way we keep our records and to make record-keeping as 'non-onerous' as possible.
- Maintain Approved Provider Status with the Mentoring and Befriending Foundation:-
 - > Re-apply for Approved Provider Status with Mentoring and Befriending Foundation prior to expiry in March 2016.
- Improve practice by learning from experience:-
 - > Complete evaluation of Impact Pilot results.

- > Share experiences through the CCA network and beyond.
- > Reflect on the findings from desistance research and review their potential application for PICC.

9.0 REVIEW

This Strategy and Business Plan will be reviewed and updated annually, in April of each year, throughout the life of the plan.

The Business Plan will be reviewed at each meeting of the Board, to ensure that actions are taken, and appropriate progress made, towards the overall fulfilment of the plan.