

Introducing the STRATEGIC PLAN 2015-20

Peninsula Initiative Community Chaplaincy (PICC) a project managed by South West Community Chaplaincy Ltd (charity no. 1128372), has now been supporting people in the transition from custody to community, across the counties of Cornwall, Devon and West Somerset for over eight years:

- ↓ In 2007, PICC became operational, through the appointment of a Community Chaplain, working in HMP's Exeter, Dartmoor and Channings Wood.
- ↓ In 2010, PICC expanded, thanks to a generous grant from the Lloyds Foundation for England and Wales, by appointing 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

At this time of reviewing our strategy, we determined to re-examine, and renew, our vision, our mission and our aims. We looked carefully at the story so far, the opportunities and challenges for the future and all that we have learned along the way. This document is the result, and we acknowledge the great contributions from Volunteers, Staff and Trustees as we have worked together to articulate our vision and plans for the next five years.

Our 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

Our 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.

We believe that our Vision and Mission statements now more fully reflect the essence of our work, and, crucially, help us to ensure that we hold true to our ethos as we respond to the

substantial change that is taking place in the criminal justice field. Voluntary sector organisations like PICC are recognised as having a very important part to play in rehabilitation and resettlement, especially as statutory supervision is being extended to short sentence prisoners (under 12 months), as well as those with longer sentences. We feel the time is right to expand our offer, to work with people who are subject to community sentences as well as those who are in custody. Through all of this we are likely to see a significant increase in the demand for our support.

The project remains committed to operate with the right balance of staff and volunteers. Our volunteers do an excellent job and in this strategy, we want to recognise this and make sure that we value the amazing team of people who so generously give of themselves and their time. This is one of the reasons why we have devoted one of our four key strategic priorities to the valuing of our most precious resource, our people (8.3 Valuing People). We summarise below all four key priorities so that you can see Valuing People in the context of all that we are seeking to achieve:

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.
- Grow the infrastructure to meet the increased and diverse demand that Transforming Rehabilitation will bring.
- Focus on achieving the greatest possible benefit from the resources we have.

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.
- 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 have received custodial or community sentences, whether they are in custody within our catchment area, or outside of it.
- 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.

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.
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- 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.
- Review and improve the way we maintain our client records.
- Maintain Approved Provider Status with the Mentoring and Befriending Foundation.
- Improve practice by learning from experience.

We are excited by progress so far and by new opportunities that are before us, although we also recognise that we face uncharted waters. We look forward to pressing forward to develop and grow this work, that it might meet the needs of many more people as they leave prison and re-establish themselves in the community. Thank you so much for joining with us in this task.