

Annual Service Plan

2016 – 2017



Managed by:


QUALITY OF LIFE SERVICES



changing lives
reducing crime

Sodexo CRC
2016/17 Annual Service Plan

Contents

Foreword.....	3
1 Welcome from our Chief Executive Officer	4
2 Our vision, our values	6
3 Our strategic priorities	7
4 Operational excellence	8
4.1 Our operating model.....	9
4.2 Local initiatives.....	10
4.3 Our delivery partners.....	13
4.4 Collaborative working in partnership	14
4.5 Key aims for 2016/17	17
5 Efficiency and effectiveness.....	17
5.1 Predicted reoffending	17
5.2 Estates, staffing and ICT.....	18
5.3 Our contractual performance targets for 2016/17.....	18
5.4 Key aims for 2016/17	18
6 Growing our business	18
6.1 Key aims for 2016/17	19
7 Performance through people.....	19
7.1 Key aims for 2016/17	20
Annex A. Our performance metrics for 2016/17	21

Foreword



Janine McDowell

Chief Executive Officer, Sodexo Justice Services UK & Ireland



Jacob Tas

Chief Executive, Nacro

Sodexo and **Nacro** are delighted to be commencing our second full year of operations across six Community Rehabilitation Companies as part of the UK Government's Transforming Rehabilitation Programme.

After a year of transition to new ways of working and the launch of our new operating model, we are delighted to be entering a new chapter in our partnership and commitment to reduce reoffending, change lives for the better, and improve the quality of life of those under our supervision and care.

Whether service users are accessing our services after a custodial sentence or as a direct result of a community order, we are committed to supporting them to move beyond a life of crime and address the root causes of their offending behaviour.

Our new model ensures that service users receive the support that's most appropriate to their needs, while our enhanced partnerships enable them to benefit from the expertise of a range of voluntary and community-based groups. Our new estates strategy also ensures that service users have more direct contact with CRC practitioners, encouraging them to engage with their own rehabilitation.

We are confident that this new approach, coupled with the experience of our people and our organisations in providing justice and rehabilitative services will enable us to reduce reoffending and change lives for the better.

We look forward to the year ahead and working in partnership to achieve our ambitions.

1 Welcome



Penny Barker

Chief Executive Officer

It has been a challenging year for all of us in Cumbria and Lancashire Community Rehabilitation Company. I became the Chief Executive on the day we became a private company, 1st February 2015, joining Sodexo Justice Services in partnership with Nacro. I have had both the privilege and the challenge of leading the Community Rehabilitation Company through a period of very significant change. In fact I would say the greatest period of change I have seen in my career of over 30 years in probation. We have worked hard to achieve the changes with as little disruption as possible to service users and partner agencies, as we are all committed to providing the highest quality of service to our communities and to service users to assist them to change and lead purposeful lives.

In our 2015-16 annual plan we set ourselves some challenging goals. What did we achieve?

- We effectively utilised our Transition and Transformation Board to address all areas of our work to ensure a coherent approach to the changes
- We carried out two service user surveys and achieved excellent result in both
- We restructured the management of the organisation, creating two Local Delivery units - Cumbria and North-West Lancashire, and South and East Lancashire
- We established a Hub in Preston which is the main administrative centre for the CRC and is where the Chief Officer, Head of Operations and corporate services are located
- We undertook a staffing restructure, which we achieved by December 2015, to meet the needs of our new operating model
- We moved to a new model of working which enables us to target our resources effectively for example, where low risk of harm offenders are managed by offender managers located in the Hub in conjunction with our partners in the supply chain
- We identified new properties which support our new model of working in open plan spaces, creating a welcoming and inclusive approach
- We developed a supply chain covering a wide range of supporting activities to work with us in managing service user needs

- We established an effective Through the Gate (TTG) service in our four resettlement prisons in Cumbria and Lancashire and are providing a service for prisoners in our two non-resettlement prisons
- We moved to a new IT platform which facilitates mobile working
- We established a range of report centres across the CRC to facilitate better contact with service users
- We have interface protocols, regular meetings and excellent working relationships with the National Probation Service and our 6 prisons
- We are actively engaged with our two Police and Crime Commissioners, Reducing Reoffending Boards, Safer Cumbria, Early Action and the Troubled Families initiative to co-ordinate effective service delivery across agencies to the communities we all serve
- We have held two events for all our key stakeholders to provide them with information about the changes to our service and business
- We have undertaken a stakeholder survey, with results pending
- We held two specific events, with support from the National Probation Service for Magistrates in Cumbria and Lancashire
- We achieved an amber/green rating in the Risk of Harm audit carried out by NOMs Operational Assurance Unit.

Finally, an additional challenge this year for the CRC has been the severe flooding that has occurred across Cumbria and parts of Lancashire. Our thoughts are with the staff and service users who have been directly affected. What was heartening was the desire of service users on unpaid work requirements to do whatever we could to help the community and I can report we contacted the local authorities immediately to offer our support, with Community Payback teams being sent out to work straight away to help flood victims.

I believe Cumbria and Lancashire CRC is now in an excellent position to continue to grow and develop and move forward to achieve its aim to significantly reduce reoffending.

I am retiring in 2016, but know that I leave the CRC in good hands with my successor whom I am sure is looking forward to a productive year working closely with partner agencies and communities.

2 Our vision, our values

Our vision

To **create a positive future** by:

Managing Risk

Changing Lives

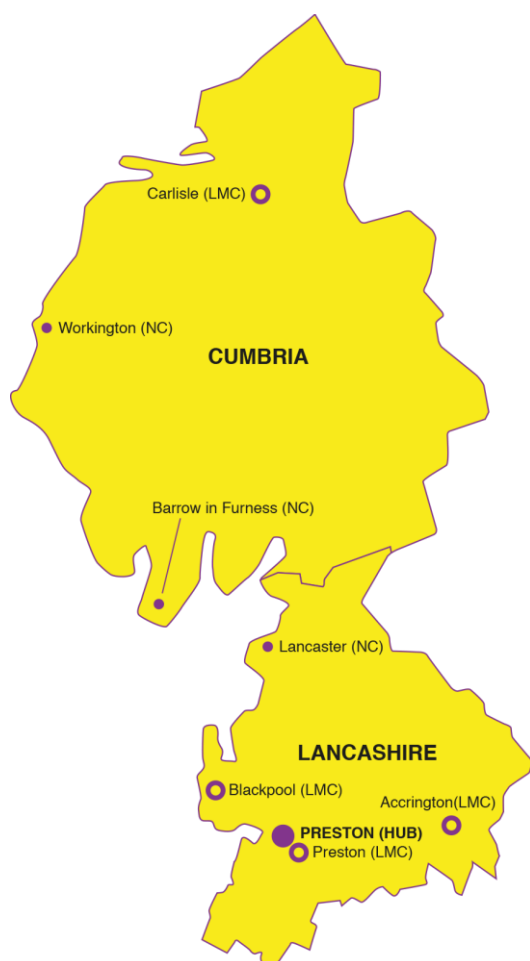
Improving Communities

Our values

Our values provide our inspiration to do the things we do:

- Collaboration to create successful teams and partnerships
- Creativity and challenge in regard to the delivery of services
- Openness in regard to communication and acceptance of change
- Respect for the diverse needs of everyone
- Belief in the capacity of individuals to make positive changes

Where and how we work

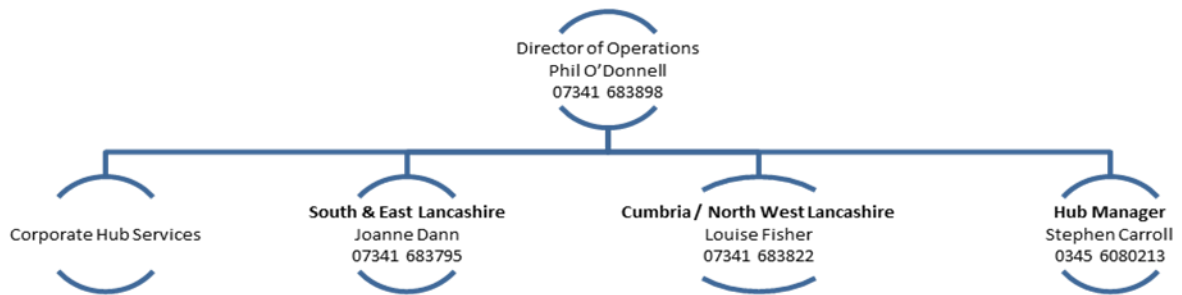


The Hub is the central point for all our administration, performance and corporate services activity. The Hub carries out an ‘arms length’ offender management function, using our supply chain to undertake interventions on our behalf. Staff in the Hub will handle all key processes involved in managing a community orders, including case allocation, reporting, dealing with breaches and the purchase of intervention.

Local Management Centres (LMCs) are our primary offices within our areas of operation where services users will report in person. Staff will work on a ‘hot desk’ arrangement supporting the new approach to mobile working.

Neighbourhood Centres (NCs) are smaller offices and do not have a dedicated reception facility, but staff can ‘hot desk’ and meet service users there.

Who we are



Corporate Services 0345 608 0213

Head of Partnerships
Debbie Smith

Health & Safety
Roger Scanlon

Estates
Paul Robinson

HR Administrator
Maureen Kirkby

IT Support
Daniel Massam

South & East Lancashire

Hub SPO Lead
Elaine Seed
07341 683919

Accrington
Marcus Sunderland
07341 683943

Accrington
Georgina Wardleworth
07341 683955

Accrington
Elaine Shinks
07341 683925

Preston
Chris Ward
07341 683954

Preston
Michele Dacre

RJ / Programmes
Daniela Chiappi
07341 683775

Cumbria and North West Lancashire

Hub SPO Lead
Gurji Johal /
0345 608 0213

Carlisle
Jane Ritchie
07341 683912

Workington
Jon Lear
07341683868

Barrow & Lancaster
Annette Nixon
07341683896

Blackpool
Anthony Smith
07341683936

Blackpool
Lynn Hall

Unpaid Work
Lorraine Slater
07341683931

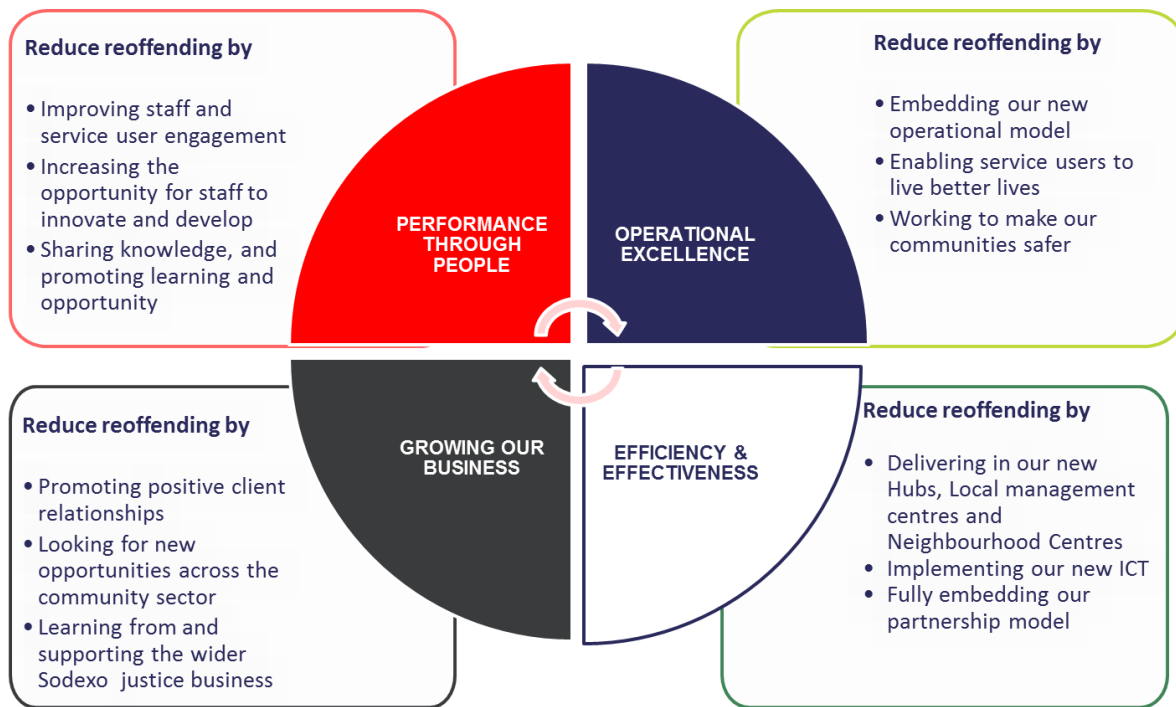
3 Our strategic priorities

Sodexo Justice Services (SJS) operates 5 prisons and owns 6 Community Rehabilitation Companies in the UK. The SJS Business Plan consists of four strategic priorities for both our custodial and community operations:

1. Operational excellence
2. Efficiency and effectiveness
3. Growing our business
4. Performance through people

Figure 1 shows the Business Plan for community operations in more detail.

Figure 1. Sodexo Justice Services Business Plan (Community Services)



This Annual Service Plan presents our CRC's aims and objectives in 2016/17 under each strategic priority for community operations.

4 Operational excellence

Our priority is to make communities safer, reduce reoffending and help our service users' live better lives. We work with people serving their sentences in the community and in prison helping them to prepare for release.

In 2016/17 we expect to work with:

- **around 3400 people serving Community Orders or Suspended Sentence Orders** , who present either low or medium risk to the public
- **around 1200 people in prison** as they approach release and help them resettle in the community (our 'Through the Gate' services)
- **around 1300 people who have been released from prison on licence.**

4.1 Our operating model

All our work will be delivered through our new operational **model of rehabilitation services**. The model builds on the success of probation practice, but allows our practitioners to have more time to get out into communities alongside partners to engage with the people they work with, using facilities and the tools to help them do that most effectively.

Our aim is to **support people in desisting from crime**, giving our service users greater input into their own rehabilitation and involving them so that they take **more personal responsibility** for identifying their development and recovery needs.

To make best use of resources, we will **tailor the kind of services we provide** to each individual. We will offer services based on:

- The **risk of serious harm** that they present
- Their **likelihood of reoffending**
- **How close they are to change**
- **What they need** in terms of personal development and support to desist from crime.

We will also have a new tool which will **predict an individual's likelihood of reoffending**. The tool will be an integrated part of our new case management system '**Probation Cloud**', and will report on any changes in likelihood of reoffending over time, so that staff can **respond flexibly** in the day-to-day work they do with each individual.

For **lower risk individuals** who are sufficiently **motivated to change** and who demonstrate sufficient **compliance with their order**, there will be new computerised reporting facilities to support them in taking greater personal responsibility for their rehabilitation.

All our service users will have a Responsible Officer within the CRC and this role will be supported by our **new voluntary and community sector partners** both within prisons and in the community.

4.2 Rehabilitative Interventions

CL CRC has a range of accredited and non-accredited group work programmes and interventions to be delivered on an individual basis as follows:

Accredited Programmes

We provide a suite of Accredited Programmes across Cumbria and Lancashire delivering these from four main centres, Carlisle, Lancaster, Preston and Accrington. An accredited programme is one which has been accredited by an international panel under the auspices of the National Offender Management Service (NOMS) in the Ministry of Justice (MoJ). Each programme is fully evaluated and its efficacy in changing future behaviour is measured.

The programmes are:

Building Better Relationships (BBR)

Targeted at men who have been violent towards their wife or partner. Using group work it has been designed to help participants learn new skills and find better ways to manage and control aggressive behaviour.

Thinking Skills Programme (TSP)

It has been designed to help participants understand and manage their behaviour so that they don't re-offend in the future.

Drink Impaired Drivers (DIDs)

This programme is for people whose offence relates to drinking and driving. It helps participants understand how alcohol affects their vision, concentration and reaction times. It also looks at the effects that drinking and driving can have on victims of road accidents and their families.

Resolve

This programme is for men who have been convicted of a violent offence. It has been designed to help participants understand and manage their aggressive behaviour so they don't re-offend in the future.

Non-Accredited Groupwork Programmes

Safer Relationships

This programme developed in conjunction with University of Central Lancashire (UCLAN) aimed at low to medium risk male offenders sentenced for a domestic abuse offence.

Alcohol Intervention

This intervention tackles excessive alcohol use linked to offending behaviour. Support is delivered by partnership agencies such as Inspire, GMW Discover and Addaction. It aims to help participants to reduce their alcohol consumption, examine and address issues surrounding their use of alcohol; learn about the impact that alcohol has on physical and mental health; understand how alcohol

impacts on individuals and other people's lives. It ensures they are aware of the assistance that partnership agencies can provide and that they understand the consequences of future offending

Women Service Users

We have developed the Vision programme with Lancashire and Cumbria Women's Services. This programme focuses on working with women to help stop them offending. It provides practical and emotional support, examining and addressing issues surrounding their offending behaviour, with advice on health and well-being and assisting them in understanding the consequences of future offending.

Individual Interventions

Restorative Justice

The CRC works closely with the two Police and Crime Commissioners in Cumbria and Lancashire and are part of multi agency teams delivering Restorative Justice. Restorative Justice brings an offender and their victim(s) together to talk about how the crime has affected them. It is a voluntary process which can only happen if both parties are willing and suitable to take part. It could involve a face to face meeting, known as a conference, or an exchange of letters. Trained Restorative Justice facilitators work with both parties to help them prepare for any meetings. Taking part can be a positive experience for everyone involved.

Rights and Responsibilities (Hate Crime)

This is a one to one intervention for offenders who have committed a hate crime and tackles five characteristics of hate crime – disability, race & ethnicity, transgender identity, religion or belief and sexual orientation.

Think Victim

This is an intervention which helps participants develop an understanding of victim empathy; accept the short and long-term consequences of their behaviour; understand the concepts of both the direct and indirect victim and acknowledge the harm their behaviour has caused to their victims.

Emotional Resilience

This intervention focuses on what emotions are not how they affect behaviour. It helps participants understand the difference between behaviour, emotions and physical changes; learn about the full range of emotions; talk about their emotions and develop skills to manage their reactions to emotions.

Stress Resilience

This intervention aims to help offenders become more aware of stress, understand what type of situations cause them stress and develop skills to manage it. It helps participants to develop an understanding of a model of stress; identify the physical symptoms associated with stress; understand the individuals have different stressors and develop different ways to deal with stress.

Conflict Resolution

This intervention looks at how conflict can arise and how individuals react to it. It helps participants deal with conflict in their relationship by understanding that conflict is inevitable but reactions to it are not; differentiating between conflict and argument; exploring how conflict can escalate into an argument and understanding the different types of behaviours typically seen during an argument.

Specific services for women

This service focuses on working with women to help them stop offending. It provides practical and emotional one-to-one support and is delivered by our contract partner, Lancashire and Cumbria Women's Centres. The service gives women service users dedicated support in a female environment and a female Offender Manager. They can request to have appointments at the main office and they can ask for a male Offender Manager, each of which will be facilitated.

Veterans

The CRC will explore our service provision for veterans to ensure we fully address their needs and enable the Offender Manager to identify additional resources to support them.

Attendance Centres

This requirement is available to 18-24 year olds only. The service user must visit an Attendance Centre for 12 – 36 hours. Whilst this requirement acts as a punishment, it can also improve an offender's lifestyle and attitudes through various activities run by Attendance Centres. The curriculum covers education, training and employment, vocational skills and the impact on victims. The centres are located in Carlisle, Workington, Barrow, Blackpool, Preston and Burnley. The CRC will consider whether to continue with this provision once it has in place a programme specifically developed to address the needs of these service users.

Areas for development

The CRC will explore the development of a programme aimed specifically addressing the needs of young men aged 18 to 24 years.

Community Payback (Unpaid Work)

Community Payback (CP) not only serves to punish an individual but can also bring benefits to the local community. An Unpaid Work requirement can range from 40 to 300 hours depending on the crime committed and should be completed within 12 months. Unpaid work projects include, environmental work, graffiti removal, renovating community buildings, improving communal areas and cleaning children's areas. It gives service users the opportunity to 'pay back' their communities for the crimes they have committed, as well as providing them with the opportunity to learn new skills, boosting their self esteem and seeing their work valued by the community.

4.3 Our delivery partners

Nacro: Our Strategic Delivery Partner

Sodexo has a long-standing formal partnership agreement with Nacro to work together on the delivery of Transforming Rehabilitation (TR) at both strategic and operational levels.

Nacro is a national charity, with a long and successful history of delivering effective resettlement work in both custodial and community settings. Nacro believe that better justice and crime reduction outcomes stem from tackling individual and community problems: poor physical and mental health, housing, work, education, attitude and relationships. In tackling these problems Nacro delivers interventions to help reduce reoffending, secure employment, education, training and accommodation; provide mentors to support individuals, and identify constructive and useful community projects for those subject to unpaid work as part of a community punishment.

Our partnership with Nacro gives us the benefit of their experience of engaging communities, particularly to work with the “hard to reach” and those at most risk of embarking on an offending career.

In Custody and Through the Gate Services

CLCRC is responsible for delivering a mandatory resettlement service to all service users (both CRC and NPS) who reside in the following Resettlement Prisons located within the Contract Package Area (CPA); HMP Haverigg , HMP Kirkham , HMP Preston and HMP Lancaster Farms. In addition, CLCRC delivers a mandatory resettlement service in HMP Low Newton and HMP Styal to CRC and NPS female service users whose Home CRC is Cumbria and Lancashire.

TTG offers a range of services which support a service user at the start and end of their sentence. When a prisoner, regardless of their status, sentence or area of release goes into a local prison, they will now have an assessment undertaken which will be shared with the CRC RO. CL CRC’s provider will complete a resettlement plan 12 weeks prior to release and deploy more proactive interventional support in relation to Employment, Training, Accommodation, Finance and Debt. In addition, there is specialist support services to address the needs of those service users who have previously been sex workers and support to address the needs of those service users who have previously been victims of domestic violence.

Community Integration Services

Within the community, there are a wider range of supply chain services available for service users who are both managed in the hub or in the field as outlined below:

Service: Mentoring

Provider: Shelter and C.R.O.P.T

Service: Women’s Service

Provider: Cumbria & Lancashire Women’s Centres

Service: Accommodation
Provider: Shelter and C.A.S.S.

Service: Finance and Debt
Provider: Shelter and C.A.S.S.

Service: Employment, Training & Education (ETE)
Provider: CL CRC ETE Team

Service: Family and Parenting Support
Provider: P.A.C.T.

4.4 Collaborative working in partnership

NOMS, including Offender Management and Public Protection Casework Section

- We will work closely with our Senior Contract Manager and regional Deputy Director to ensure we are fully compliant with our contract
- We will work co-operatively with NOMS Quality Assurance Unit to facilitate all audits
- We will work closely with NOMS OMPPG regarding recalls of prisoners
- We will work closely with NOMS OMPPG regarding all cases of Serious Further Offences ensuring that reviews are carried in a timely manner, achieving a sufficient or good compliance audit outcome and effectively completing all points identified in action plans

National Probation Service (NPS)

- We will provide services to the NPS procured through the rate card
- We will maintain regular interface meetings at middle manager, senior manager and at regional level to ensure that any interface issues are resolved quickly and effectively
- We will meet regularly with the Deputy Director NPS NW
- We will work with colleagues in the NPS to ensure they are fully briefed on any changes occurring within the CRC which affect working arrangements and relationships and will ask for this to be reciprocated
- We will ensure report writers are fully briefed on all sentencing options available to the courts

Prisons

- We will provide Through the Gate (TTG) services to all four resettlement prisons in Cumbria and Lancashire, liaising with them to ensure that the service meets contractual and operational needs.
- We will provide TTG services in HMP Garth and Wymott as required
- We will work with all prison governors to develop services for prisoners

Other CRCs

- We will work closely with our colleagues in all Sodexo CRCs to develop our operating model and share best practice
- We will work with other CRCs to ensure TTG services are delivered effectively and information is shared
- We will ensure that we follow Probation Instructions when transferring cases to another CRC or receiving such a case

Local Adult and Child Safeguarding Boards

- We will be an active member of Adult and Child Safeguarding Boards, and will support the delivery of the Board's plan and any audits
- We will ensure all CRC staff are trained in safeguarding matters and understand their responsibilities
- We will attend safeguarding meetings and core groups, providing information to facilitate comprehensive risk assessment and the establishment of an effective risk management plan
- We will ensure that we fully complete all tasks assigned to us to a good standard

Integrated Offender Management (IOM)

- We will, with local police and other partner agencies, review and revise IOM working arrangements to ensure effective targeting of resources which achieve positive reducing reoffending outcomes

Reducing Reoffending Boards

- We will continue to drive multi-agency activity to ensure that reoffending rates are reduced in the communities which we serve.

Early Action/Focus Families

- We will work closely with partners in establishing integrated multi-agency teams to collaboratively manage the most problematic individuals and families
- We will be an active member of troubled families' initiatives, working to reduce demand on services and to facilitate positive outcomes for families.

MARAC

- We will participate in Multi Agency Risk Assessment Conferences (MARAC), providing information to facilitate effective risk assessment and development of protective risk management plans
- We will ensure that we complete all risk management plan objectives drawn up in a MARAC plan

MAPPA

- We will ensure that CRC Offender Managers are conversant with Multi Agency Public Protection Arrangements (MAPPA)

- We will attend MAPP meetings as appropriate and as required
- We will escalate cases to NPS where risk has increased to a high level and will identify those cases where cases may be MAPPA eligible.

Police and Crime Commissioner (PCC)

- We will meet on a regularly basis with each Police and Crime Commissioner to identify shared objectives
- We will work closely with each PCC to deliver local plans and will contribute effectively to reduction of reoffending

Local Authority (LA)

- We will participate in meetings with heads of local authorities in Cumbria and in Lancashire
- We will work closely with Local Authorities in provision of Community Payback resources and Cumbria and Lancashire support clean up initiatives of flood-affected areas

Health and Well-Being Boards

- We will establish a working relationship with Health and Well-Being Boards to improve access to health and mental health resources for service users

Community Safety Partnerships

- We will work actively with partner agencies to meet the outcomes in Community Safety Partnership Board plans both locally and for all Lancashire
- In Cumbria we will work actively with partner agencies to meet the outcomes identified by Safer Cumbria

Local Criminal Justice Board (LCJB)

- We will attend the LCJB meetings in Lancashire and Safer Cumbria in Cumbria, which incorporates LCJB
- We will support and participate in the development and delivery of LCJB plans

CAFCASS Family Court, HMCTS

- We will deliver our contract with CAFCASS to deliver Building Better Relationship programmes to identified participants
- We will provide information to CAFCASS as required regarding service users
- We will work with CAFCASS to improve knowledge and understanding of our risk assessment and risk management of service users to assist in their assessments for Family Courts.
- We will find opportunities to work with Family Courts and identify areas where we can assist the Family Courts
- Through NPS we will liaise with Her Majesty's Courts and Tribunal Services (HMCTS) to provide information on the work of the CRC and the sentencing options available to the courts

Youth Offending Service

- We will continue to work with Youth Offending Services to manage the interface between youth services and adult services to ensure effective transfer of service users to meet their needs

4.5 Key aims for 2016/17

	What we plan to do within 2016/17	By when
1.	We will embed the new operating model via a programme of staff workshops	October 2016
2.	We will move to multi-agency co-located teams where possible as part of Early Action/Focus Families	March 2017
3.	We will implement the Service Improvement Action Plan incorporating feedback from the OA Audit and HMIP thematic	March 2017
4.	We will train all OMs in the delivery of “Rights and Responsibilities”	October 2016
5.	We will explore the development of specific service provision for young adult men aged 18 to 24.	March 2017
6.	We will explore the development of service provision for veterans	March 2017

5 Efficiency and effectiveness

We are committed to delivering an efficient and effective service by:

- completing the restructure of our organisation, delivering our vision for a modern estate, with staffing structures and new, flexible IT to support our operating model
- introducing our new case management system ‘Probation Cloud’
- Introducing our new management information system ‘Sodexo Hub’.

We will demonstrate our efficiency and effectiveness by:

- achieving real reductions in overall reoffending rates
- completing our plans for a more efficient estate, IT systems and ways of working
- performing to required service level targets

5.1 Predicted reoffending

The main test of our effectiveness is our impact on reoffending rates and public protection. From December 2017, our income will reflect the success of our work with people in our care. Our work with leading academics will give us an early prediction of reoffending rates.

CL CRC works in a structured, evidence-based way with all service users in the cohort to ensure that as a minimum it meets the quarterly binary reoffending rate target of below 48.3% and the frequency target of below 4.3 offences per re-offender.

5.2 Estates, ICT, modern ways of working

CL CRC has achieved its plans for achieving target staffing numbers and with the exception of Preston, has moved into its new estate. Working with service users in their communities alongside partners is central to CL CRC's operating model and we are working towards integrated co-located teams where possible. We are working closely with partners to ensure that there is in place an effective supply chain which enhances the opportunities for community integration for service users.

During 2016/17 we expect our new case management system, **Probation Cloud**, to be up and running, as well as our new Transforming Rehabilitation management information system (TR-MIS). These systems will support our staff and partners in their work with service users, to enable them to improve their lives and reduce their reoffending.

5.3 Our contractual performance targets for 2016/17

We have targets for monthly performance that we need to meet in order to demonstrate our efficiency and effectiveness. These measures are described in **Annex A** along with the performance level we are required to achieve by the end of 2016/17.

5.4 Key aims for 2016/17

	What we plan to do within 2016/17	By when
1.	We will have implemented Probation Cloud	March 2017
2.	We will have implemented TR-MIS	March 2017
3.	We will benchmark performance against other CRCs	April 2016
4.	We will ensure that early estimates of reoffending are available	March 2017
5.	We will meet the Band 1 binary reoffending target of below 48.3% and the frequency target of below 4.3 offences	March 2017
6.	We will undertake agreed assurance activity with the SCM	March 2017
7.	We will implement new service standards	October 2016
8.	We will move into new estates	October 2016

6 Growing our business

Growth is an essential element of our strategy. It will enable us to offer a more diverse service provision to our service users and others and generate additional income to be reinvested by our CRC.

We will grow our business by:

- continuously developing our **Rate Card** to ensure our offer meets the needs of the NPS, other CRCs and Commissioning Bodies
- demonstrating the **effectiveness of our services** through evaluating their impact on service users
- generating income by **bidding for and securing contracts** to deliver related services within the community.

In growing our business, we expect additionally to **support our partner organisations' growth** by actively involving them in tenders and in our fee for use services.

6.1 Key aims for 2016/17

	What we plan to do within 2016/17	By when
1.	We will ensure we have met expectations in delivering services to the National Probation Service as described in the 'Rate Card' via quarterly feedback from interface meetings	March 2017
2.	We will have increased our delivery of services to non-NPS partners/stakeholders	March 2017
3.	We will review the delivery of Accredited Programmes to ensure they maximise effectiveness provide value for money	October 2016

7 Performance through people

Our long term aim is to deliver the best we can through positive engagement with those we work with, within a culture of continuous improvement. We aim to:

- improve staff and service user engagement
- increase the opportunity for staff to innovate and develop
- share knowledge, promote learning and opportunity

LDU Plans and individual appraisal objectives that reflect the objectives of this Plan will be set for all staff.

CL CRC will be a learning organisation providing a high level of support for individuals but will also have high expectations that all members of staff as a minimum meet the requirements of their role. Individual development objectives will be agreed with all staff and the Practice Development Unit will be utilised to provide additional targeted support where required.

All senior managers in the organisation will be expected to complete a VQ Level 7 in strategic leadership and all middle managers will be provided with an opportunity for individual development and coaching to meet the needs of the individual and the organisation

CL CRC will continue to engage in a positive and collaborative way with our Trade Union colleagues.

The Staff Engagement Group will be reviewed to ensure it has a meaningful role in regard to staff reward/ recognition and staff welfare

CL CRC will establish a service user group that has a meaningful role in service design and implementation

7.1 Key aims for 2016/17

	What we plan to do within 2016/17	By when
1.	We will conduct a staff engagement survey, and identify and take action for improvement	December 2016
2.	We will conduct two service user engagement surveys, and identify and take actions for improvement	May 2016 and December 2016
3.	We will conduct a stakeholder satisfaction survey	December 2016
4.	We will ensure that all staff have appraisal objectives that align with the Annual Service Plan	May 2016
5.	We will provide all managers with the opportunity for professional development	March 2017
6.	We will review our OD Plan to ensure it is fit for purpose for the new model of delivery	October 2016
7.	We will review the professional qualification requirements for Band 4 OMs	December 2016
8.	We will implement a revised staff reward and recognition scheme	September 2016
9.	We will review the role and purpose of the Staff Engagement Group	September 2016
10.	We will implement a Service User Council to improve service delivery	April 2016

Annex A. Our performance metrics for 2016/17

Our Service Level measures	Target performance
SL001 Initial Offender Contact (CO & SSO)	96.83%
SL002 Initial Offender Contact (Licence)	96.86%
SL003 Plan Completion (CO & SSO)	95.66%
SL004 Plan Completion (Licence)	95.63%
SL005 Arrangement of Unpaid Work	96.96%
SL006 Priority of Arrangement of Unpaid Work	74.47%
SL007 Completion of the Sentence of the Court	99.00%
SL008 Completion of Community Orders and Suspended Sentence Orders	75.00%
SL009a Completion of Licences for 12 months and over	65.00%
SL009b Completion of Licences and PSS for under 12 months	TBC
SL010 Contractor Delivery of Unpaid Work Requirement	90.00%
SL011 Contractor Delivery of Programme Requirement	89.66%
SL012 Contractor Delivery of Rehabilitation Activity Requirement	89.82%
SL013 Completion of Resettlement Plans	94.82%
SL014 Pre-release planning	89.82%
SL015 Contribution to Assessments for Discharge	96.03%
SL016 Quality of Breach Referral	90.00%
SL017 Recall Referral Quality	89.91%
Our Assurance Metrics	
AA Quality of Engagement (positive offender surveys)	75%
AB SFO Reviews (acceptable action plans within 3 months of further offence)	100%
AC Settled Accommodation – Release from custody	90%
AD Accredited Programme Quality	90%
AE Breach Referral Timeliness (presented within 8 days)	95%
AF Recall Referral Timeliness (within 24hrs)	95%
AG Risk Escalation Quality	90%