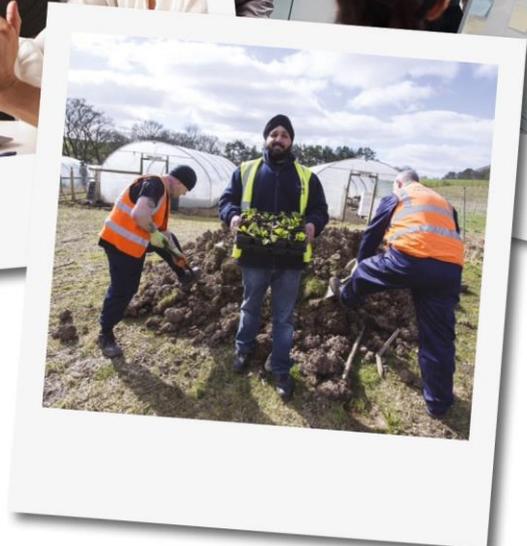




Annual Service Plan 2018-2019

Changing lives for the better



Contents

Foreword.....	3
1 Welcome from our CRC Director Phil O'Donnell	4
2 Our Purpose, Our Values, Our Behaviours.....	5
3 Our Strategic Priorities.....	6
4 Our CRC Strategic Context – our locality, caseload and staff	7
5 Improve the Quality of Life of Service Users.....	9
5.1 Strategic Overview	9
5.2 CRC Delivery	9
5.3 Key Objectives for 2018-19	10
6 Improve the Quality of Life of our People	11
6.1 Strategic Overview	11
6.1 CRC Delivery	11
6.2 Key Objectives for 2018-19	13
7 Develop and Grow our Services.....	14
7.1 Strategic Overview	14
7.2 CRC Delivery	15
7.3 Key Objectives for 2018-19	16
8 Increase our Value through Innovation	17
8.1 Strategic Overview	17
8.2 CRC Delivery	17
8.3 Key Objectives for 2018-19	18
Annex A - Sodexo Justice Strategy	19
Annex B - Our Performance Metrics for 2018-19	20

Foreword



Janine McDowell
Chief Executive Officer,
Sodexo Justice Services
UK & Ireland

Sodexo and **Nacro** are pleased to be continuing the partnership into our fourth year of operations across six Community Rehabilitation Companies as part of the UK Government's Transforming Rehabilitation Programme.

The past year has seen real progress in core operational delivery after several years of significant change as the new organisations were taking shape. Our regional structures have been creating better synergy across our CRC business and together with our Operational Partners, we remain committed to reducing reoffending, changing lives for the better and improving 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 model of delivery ensures that service users have more direct contact with CRC practitioners, encouraging them to better engage in their own rehabilitation as well as receive the support that's most appropriate to their needs. At the same time, our enhanced partnerships enable them to benefit from the expertise of a range of voluntary and community-based groups.

As ever, our work remains challenging. In the coming year, we will continue to focus our attention on both quality and innovation to ensure we are maximising the opportunities to reduce re-offending. We will also be reviewing our operational partnership arrangements with the aim of increasing the focus on outcomes for service users, particularly those leaving prison.

Ultimately, we are a people business. Our staff are our biggest asset and we are fortunate to have skilled, experienced and committed people in our organisations who have worked through significant change over the past three years. We believe it is our people that sets us apart from other providers and we are proud that we all share the same values, behaviours and sense of purpose.

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



Jacob Tas
Chief Executive
Nacro

1 Welcome from our CRC Director Phil O'Donnell

The past year has again been one to reflect on a period of ongoing change but also significant achievement and progression. We have now brought much-needed stability in respect of our staffing numbers and brought in some high quality and enthusiastic colleagues to the organisation. The provision of fit-for-purpose offices has continued to pose significant challenges and whilst progress has been made, there remains work to do in this regard.



The quality of our work in regard to public protection and reducing reoffending remains the overriding priority of the organisation. It is critically important that practitioners and operational managers remain influential in the design and implementation of our operating model practice to ensure best practice remains at the heart our work. The HMIP Quality and Impact inspection of Cumbria provided an endorsement of the quality of the work we undertake and sets the benchmark in regard to professional practice standards across the organisation. We know we must maintain those high standards to ensure that we continue to deliver quality services to the communities we serve.

We consider ourselves to be a learning organisation and remain committed to the professional development of our staff and we have a range of opportunities available to support this. This year will see seven colleagues commence the professional Probation Officer training course with further candidates due to commence in 2019. Our staff recognition (STARS) has gone from strength to strength and our Inspiration Awards to recognise service users have provided a timely reminder to us all of the value of our work and the impact it can have.

Finally, I remain proud to lead our organisation which is highly effective and resilient in equal measure. I have no doubt that we will continue to face many challenges in the year ahead and have full confidence in our ability to work effectively with our partners to continue to deliver quality service across Cumbria and Lancashire.

2 Our Purpose, Our Values, Our Behaviours

Our Purpose

To change lives for the better by reducing reoffending and improving the quality of life of those in our supervision and care

Our Values

SERVICE SPIRIT	TEAM SPIRIT	SPIRIT OF PROGRESS
<ul style="list-style-type: none">• Proud to provide services to others• Take care in getting to know our clients and customers. We listen to their needs and pay attention to detail• Make ourselves available and responsive, welcoming and efficient• What we say is what we do; we believe we must always keep our promises.	<ul style="list-style-type: none">• Strong teamwork is essential to deliver our services• Working together successfully means recognising our diverse qualities and skills• Open honest communication and respect for each other, with everyone pulling together to achieve our goals.	<ul style="list-style-type: none">• Excellence in service means finding every opportunity for improvement• Going the extra mile, taking the initiative, looking for better ways of doing things every day• We learn from our mistakes when they occur. In these ways we each make progress and the company as a whole succeeds.

Our Behaviours

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• Commit to improve• Own performance | <ul style="list-style-type: none">• Act collaboratively• Develop and grow | <ul style="list-style-type: none">• Dare to think innovatively• Challenge with humility |
|---|--|--|

3 Our Strategic Priorities

Sodexo Justice operates 5 prisons and owns 6 Community Rehabilitation Companies in the UK. The Sodexo Justice Strategy consists of four strategic priorities for both our custodial and community operations. The information below shows the key deliverables under each of the strategic priorities for community operations.



Improve the quality of life of service users:

- Reduce re-offending and risk of harm
- Employ ex-offenders and services users
- Promote safety, decency and respect
- Enable personal growth through learning and opportunities for change



Improve the quality of life of our people:

- Improve staff engagement
- Introduce different ways of working to meet changing employee needs
- Improve staff safety, health and well-being
- Encourage and enable our people to realise their full potential



Grow our business:

- Deliver the Sodexo 5 year plan
- Improve our ability to shape and influence the market
- Invest in future growth
- Deliver value for money to boost our competitiveness



Increase the value we bring through innovation:

- Enable and innovate through secure, user-friendly digital capabilities
- Build effective partnerships
- Develop the Sodexo Justice brand
- Deliver our Public Service Pledge commitments

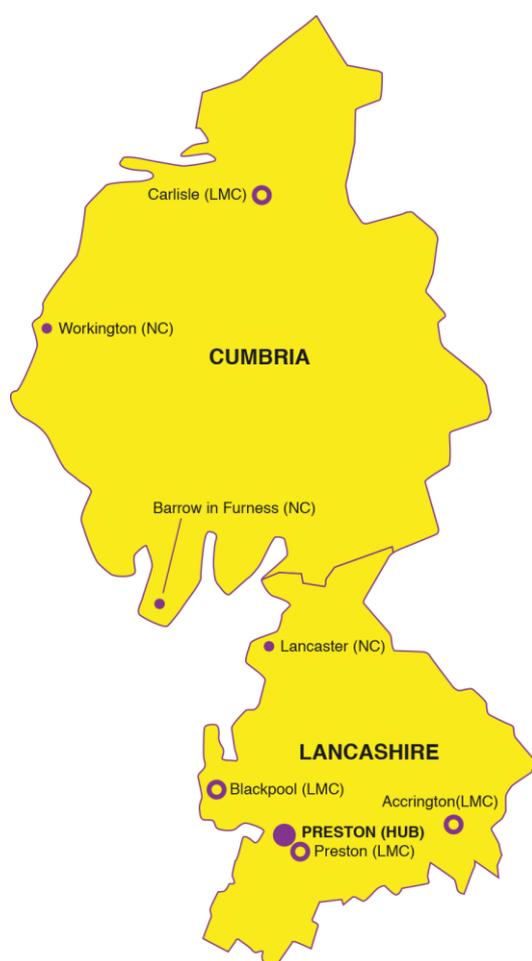
This Annual Service Plan presents our CRC's delivery plans for 2018-19 under each strategic priority.

Annex A outlines the full Sodexo Justice Strategy and how our Purpose, Values, Behaviours and Priorities are aligned.

4 Our CRC – Strategic Context

Our locality

Cumbria and Lancashire covers an area of 9843 square kilometres with a population of 1.95 million. The two counties have a total of 4 higher tier local authorities and 20 second tier authorities and include a total of six prisons. Our central Hub is located in Preston with Local Management Centres in Accrington, Preston, Blackpool and Carlisle and Neighbourhood Centres in Lancaster, Chorley, Skelmersdale, Kendal, Workington and Barrow.



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 for cases not requiring a rehabilitative intervention. Our staff in the Hub handle all key processes involved in managing a community order, including case allocation, reporting, dealing with breaches and the purchase of interventions.

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

Neighbourhood Centres (NCs) are smaller offices where staff can ‘hot desk’ and meet service users.

Our caseload (CRC volumes)

In 2018/19 we expect to work with:

- **Approximately 3350 people serving Community Orders or Suspended Sentence Orders**, who present either low or medium risk to the public
- **Approximately 1000 people in prison** as they approach release and help them resettle in the community (our ‘Through the Gate’ services)
- **Approximately 1650 people who have been released from prison on licence.**

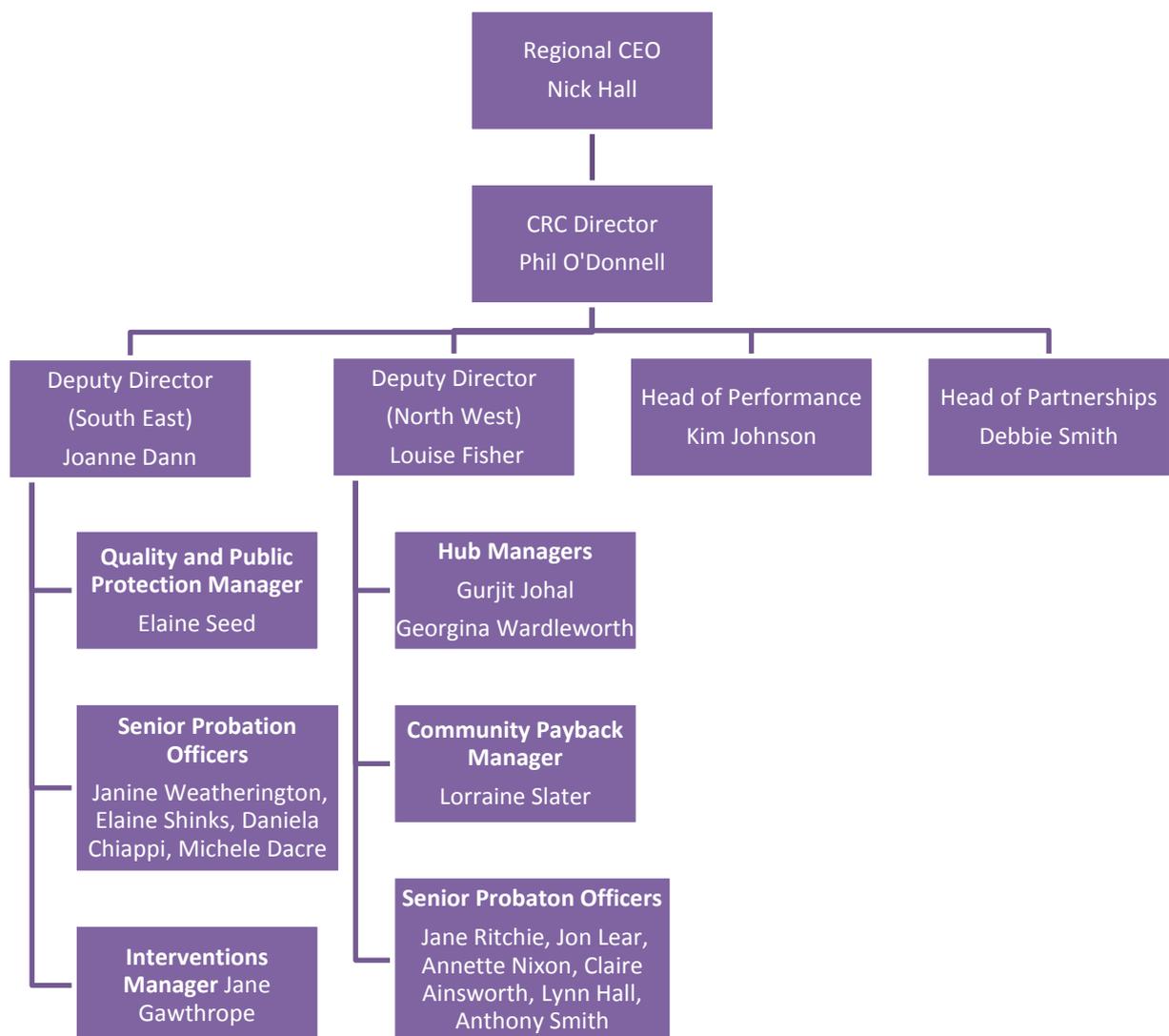
The key external pressures in relation to performance for the next year arise from the publication of PbR results, particularly in regard to the implications of the frequency rate.

Our Staff

The company currently employs 229 FTE staff and also works alongside a number of operational partners who employ their own staff and also deploy volunteers.

In addition the company is supported by Sodexo UK and Ireland for the delivery of business support and central services.

Our CRC company structure is outlined below:



5 Improve the Quality of Life of Service Users

5.1 Strategic Overview

Our ambition is to deliver a sustained and continuous reduction in reoffending. We will continue to focus our energy on **developing the right services, interventions and partnerships** to drive positive change in the behaviour of our service users whilst ensuring risks posed to the community are effectively monitored and reduced. This coming year will see us implement some key operational initiatives including, but not limited to, our new Closeness to Change assessment, the embedding of Justice Star and the prioritisation framework for the allocation of resources.

We will build on previous success and knowledge ensuring the services we deliver are targeted, accessible and responsive to the needs of those we supervise. Within this framework, we will also develop a strategy to enhance our partnerships, outlined in more detail in section 8. This will include working with local partners to improve housing opportunities for our service users. We will also continue to **increase employment opportunities** for ex-offenders and service users in our CRC, in Sodexo and its partner companies.

As part of our commissioning approach we will also determine whether any services currently provided by partner should be market tested and/or changed ensuring they continue to deliver impact.

On receipt of the Authorities enhanced TTG specification, we will further develop our **Through the Gate services** to ensure those leaving custody have the right level of support and reoffending is minimised. As part of this, we will engage with the Authority on the development and roll out of Offender Management in Custody (OMIC).

The ultimate test of our effectiveness is **our impact on reoffending rates** and the subsequent benefits this brings to our local communities. Our action in this regard is included in Section 7 of this plan

5.2 CRC Delivery

Cumbria & Lancashire CRC has embedded its model of delivery which has the relationship between the Responsible Officer and service user at its heart. In conjunction with OASys, CL CRC uses Justice Star, a visual, strength-based needs assessment tool designed to assist in assessing motivation and setting positive goals to aid desistance. This process provides an opportunity for the assessment and sentence planning process to be a far more collaborative one between the Responsible Officer and the service user and the sentence plan to be specifically tailored to the needs and motivation of the service user.

Our range of interventions is now well-developed although we will continue to seek improvements in regard to evidence-based interventions to reduce risk of harm and reoffending. In particular we will implement a strategy to work alongside partners to manage those

individuals who offend most frequently but are not managed under Integrated Offender Management

The model of delivery is reliant on a range of partners primarily to enhance social capital. We will continue to review this provision to ensure it meets the needs of the organisation and service users to maximise our quality of delivery and effectiveness.

The organisation has made significant progress during 2017/18 in enhancing our operational delivery to ensure it meets the diverse needs of all the community. We will continue to work alongside regional colleagues to ensure we build on this progress during 2018/19.

We continue to work with our operational partner Shelter and colleagues in the prison estate to deliver our Through the Gate offer and ensure it meets the needs of service users, particularly in regard to accommodation, employment and education/training opportunities. The developments in regard to the introduction of Offender Management in Custody (OMIC) and the implications of the enhanced TtG specification will be key drivers during this year and we will work closely with the NPS and prison service to deliver improved positive rehabilitative outcomes in this regard.

5.3 Key Objectives for 2018-19

No	Objectives	By when	Supplementary Detail	Lead
1.	Implement local initiative to increase employment of ex-offenders and service users	March 2019	Sodexo PS Pledge Revised ETE Specification in place ETE Strategy in place	CRC Director
2.	Work with local partners to improve the housing opportunities for our service users	March 2019	Revised Housing Specification Housing Strategy in place	Partnerships Manager
3.	Further refine our TTG model, taking account of the revised and enhanced TTG specification and prison reform developments	March 2019	Enhanced Specification CRC Response	CRC Director / TTG Lead
4.	Engage with HMPPS on the development and roll out of OMIC	March 2019	None identified	CRC Director / Deputy Director
5.	Implement new contracts and services as outlined in the CRC Commissioning Strategy for 2018 onwards	March 2019	Commissioning Strategy in place	CRC Director
6.	Harmonise a range of operational policies and strategies across CRCs	March 2019	6 Policies / Strategies in place	CRC CEO / Director

6 Improve the Quality of Life of our People

6.1 Strategic Overview

Our workforce is our most valuable asset and we aim to create an outcome driven environment where our staff understand their contribution to delivering our key priorities and feel equipped and empowered, not only to manage their own performance but also to shape our future. We will ensuring Staff have the **opportunity to develop their skills and experience** so that we not only deliver against our contract but exceed it. This will include opportunities for career progression, qualifications and a range of CRC and Sodexo wide development opportunities.

We will continue to develop our **engagement** activity and make sure that staff are able to play their part in the continued transformation of our CRC and in our ability to effectively collaborate with partners to deliver services that have optimum impact to reduce reoffending. A strong diversity and inclusion culture will continue to be integral to all we do. Further details of our activity and future plans in this area can be found in our Equality and Inclusion Plan 2018-2019.

We have achieved a lot over the past year to provide an increased level of stability for our workforce. We do however recognise that there are still significant people challenges ahead. This includes but is not limited to recruitment and retention of high quality staff ensuring our approach is pan Sodexo justice to ensure greater alignment of our custody and community business. This forms a critical component of a newly agreed pan Sodexo Justice People Plan.

6.1 CRC Delivery

Our strategy to improve the quality of life for our people will build on and reinforce a number of key initiatives that were launched in 2017-18. Progress on these and our vision going forward is outlined below:



The Sodexo Justice People Plan: Our plan - based on the six key dimensions of the Sodexo Quality of Life Strategy - provides a clear focus on those areas of work that we feel impact on our employee's experiences in the workplace. The plan outlines a series of actions for the CRC covering such areas as health and wellbeing, recognition and personal growth. In 2018-19 we will promote awareness of this plan to all employees and implement key actions identified in the plan to improve the working environment for our employees and promote their ongoing wellbeing and professional development in order to:

Improve our Staff Engagement:

We will build on the work we started last year following the regionalisation of the structure. Alongside our local and regional employee engagement activity we will ensure that approach aligns more closely with the Sodexo Justice 'People First' programme in order to ensure we maximise the best ways of engaging our employees across both community and custody. We will also participate in the Sodexo global staff survey and continue to learn from what are staff are telling us is most important to them. We already know that reward and recognition, communication and wellbeing are priorities that our staff feel we could work on more so we will channel our resources accordingly this year.

Introduce different ways of working to meet the changing needs of employees:

Wellbeing and flexibility will be key principles underpinning our ways of working within the community. We will look to review our recruitment processes and provide a digital platform to improve the experiences of our new recruits and also ensure we attract the best candidates to deliver the best quality services to those in our care. At the same time and linked closely to our employee engagement programme we will introduce an new exit interview process for staff that are moving on so we can learn more.

Improve staff safety, health and well-being:

We have a strong health and safety culture within Sodexo Justice which includes an excellent Employee Assistance Programme – 'Sodexo Supports Me'. This will form a key part of our employee well-being strategy this year. However, we do recognise that the significant changes we have undertaken since the implementation of TR mean that we need to refocus our efforts on ensuring that the culture is truly embedded within the company. Our initiatives will include the roll out of our new 'Safety Behaviours' which will sit alongside our 'Management Behaviours' rolled out last year.

Encourage and enable our people to realise their full potential:

Without our people we could not provide the excellent services we deliver to our service users. We have a good track record of developing our staff, offering them a wide range of training and development opportunities. This year we will review our 'offer' to staff to ensure it matches both theirs and our expectations as far as possible. At the same time we are going to align to the Sodexo succession planning arrangements including the introduction of Talent Management so that we can identify and prepare our highest performers for their next career move.

Key objectives for this area are noted overleaf.

6.2 Key Objectives for 2018-19

No	Objectives	By when	Supplementary Detail	Lead
1.	Conduct a staff survey, identify and take action for improvement in order to improve our employee engagement	July 2018	None identified	CRC Director
2.	Further develop our staff recognition schemes including links to wider Sodexo arrangements	March 2019	Bright Ideas Scheme Recognising You Platform Internal and external recognition / awards	CRC CEO / Regional Comms Manager
3.	Implement our employee well-being strategy	March 2019	Strategy developed and implemented	Regional HRBP
4.	Review existing L&D Provider contract as part of developing our strategy for staff development to enable staff to achieve their full potential	December 2018	Revised Specification New services in place	CRC CEO / Regional L&D Manager
6.	Embed new Intranet and develop and deliver new Website	August 2018	Intranet in place Website in place	CRC CEO / Regional Comms Manager
7.	Implement new CRC Resource Management Tool and with supporting Workload Priorities Framework	July 2018	Tool available for use Framework agreed and in place	CRC Director

7 Develop and Grow our Services

7.1 Strategic Overview

We are committed to ensuring our current services are high performing, deliver value for money and adapt to changing requirements. Our newly developed reducing reoffending strategy will ensure we respond to the periodic publication of reoffending data, working closely with our local operational and strategic partners to maximise reductions in reoffending and victims of crime, making our communities safer.

We will sustain and improve on our contract performance, and working with the Authority to respond proactively to ARSA notifications including contract change notices, responding to monitoring activity particularly via our regular meetings with the Authority. In addition, we will continue to deliver a strong performance culture learning from both internal and external quality assurance audits and inspections that take place and utilising and responding to feedback from a range of stakeholders, the most significant of which is the revised HMIP inspection regime being introduced from April 2018. Our Service User Council will be instrumental in helping us to continually develop and improve our services by taking into account the views of those who have and continue to be under supervision. Our work to launch a new performance framework will further support this agenda.

A CL CRC Deputy Director will continue be part of a National Sodexo Operational Assurance Group which is led by the South Yorkshire CRC Director. The terms of reference of the group are:

1. To agree, develop and maintain a consistent approach for Operational Assurance across the Sodexo 6 CRCs – including developing an annual quality assurance plan, reviewing, maintaining and benchmarking the Sodexo CRC Practice Standards and harmonisation of the audit tools and practice across the 6 Sodexo CRCs
2. To agree, develop and maintain a framework for sharing good practice & learning across the 6 CRCs from HMIP Inspection, HMPPS OA Audits, local OA Activity & SFOs/DHRs/SCRs/DUSs – identifying good practice and innovations, areas for improvement and commission improvement activity from National Task & Finish Groups.
3. To agree, develop and maintain the Sodexo CRC Context' to ensure consistent messages are communicated during external OA activity i.e. operating model, Resource Management Tool etc.

During 2018-19 the Group will build upon the implementation of the Sodexo CRC National Standards to improve quality and will implement a 'Health Check' Audit Report across all 6 CRCs to benchmark the standards, identify Sodexo wide best practice and areas for improvement. Other key themes for quality assurance include Justice Star, Through the Gate and Resettlement Pathways, RAR, Women's Services, Community Payback and Serious Further Offence Reviews (SFOs) in light of the Authority changes.

Growth is an essential element of our strategy. It enables us to offer a more diverse service provision to our service users, and to those managed by the HMPPS. This naturally includes

looking at how we can collaborate with other local partners and organisations to bring about improved, holistic and joined up services that ultimately have a direct and positive impact to make our communities safer. As part of this agenda, we will continue to develop our rate card offer to meet the needs of the HMPPS, other CRCs, the Police and Crime Commissioner, Local Authority Community Safety Partnerships and Commissioning Bodies, and seek to bid for new services either directly or through support to our partners.

7.2 CRC Delivery

We have a rigorous performance monitoring system in place in regard to the Service Level Measures for 2018/19. This includes a weekly report highlighting improvements required and an assurance schedule undertaken with the Senior Contract Manager. We have robust reporting arrangements in place that allow us to identify and rectify data queries with the Authority to ensure there is absolute clarity and transparency in regard to the integrity of our data.

We have developed an Organisational Improvement Plan and associated Training Plan with Laurus our external provider and our internal Practice Development Unit. These documents draw on organisational and individual learning from external audits and inspections as well as those undertaken by our Practice Development Unit. This planned activity has a focus on the assessment process and the management of risk to ensure protection of the public remains at the heart of our practice and include both formal training events and a series of practice development workshops. As indicated above, the management of service users will be underpinned by a schedule of audits to identify good practice and areas for improvement and a set of quality standards developed for all Sodexo CRCs.

In 2018-19 we will build upon our progress in promoting our rate card and increasing our NPS referrals. We will continue to engage with NPS and other commissioners to design and provide services tailored to the needs of our commissioners utilising up to date needs analysis data. We will continue to respond to business opportunities through a combination of individual bids and collaboration with our Operational Partners, Local Criminal Justice Board and Local Community Safety Partnerships enabling CL CRC to enhance the service provision we offer our service users.

Key objectives for this area are noted overleaf.

7.3 Key Objectives for 2018-19

No	Objectives	By When	Supplementary Detail	Lead
1.	Working with the Authority to respond pro-actively to ARSA notifications including Contract Change Notices	March 2019	Change notices / PIs – to include: <ul style="list-style-type: none"> • Revised SFO Process • Accommodation Verification • Face to face contact with SUs 	CRC CEO / Sodexo Deputy Director
2.	Maximise impact of learning from HMIP / audits via pan-CRC QA Forum and review existing structures in light of the revised HMIP regime	March 2019	QA Plan for 18-19	CRC Director
3.	Develop and deliver a CRC Reducing Re-offending Strategy	September 2018	Strategy in place	CRC Director
4.	Review existing service user engagement contract and to ensure our service user engagement has more influence on improvements to service delivery	December 2018	Revised Specification Changes implemented	CRC CEO / Director
5.	Update our rate card offer on a bi-annual basis to reflect changing requirements and demand in discretionary services	April 2018 September 2018	Revised Rate Card	Regional Business Dev Manager
6.	Expand our CRC service offer through increased opportunities for business development	March 2019	None identified	Regional Business Dev Manager

8 Increase our Value through Innovation

8.1 Strategic Overview

We are committed to continuously improving our services and to introduce new ideas and innovation across all areas of our business to learn and improve outcomes. Our approach to innovation going forward will directly support the activity included in our reducing reoffending strategy. It will be entirely informed by evidence resulting from a programme of evaluation across the Sodexo Justice CRCs.

The next 12 months will see the change programme continue with the introduction of some of the features of our case management system. They will enable practitioners to work in a more agile way with service users.

Alongside system developments, a specific priority is to continue to develop effective strategic partnerships. Partnership working is at the heart of everything we do and we will continue to maintain and forge ever stronger local relationships with our statutory and non-statutory partners maximising the potential for collaborative working to reduce reoffending. Our innovation fund will enable us to introduce and test the impact of new approaches in the interventions we deliver. In addition, we will build on our initial commissioning strategy and our services are responsive to local need and the best they can be for our service users. .

8.2 CRC Delivery

Our involvement with local partners in both Cumbria and Lancashire through Reducing Reoffending Boards, Safeguarding Boards, LCJB's and Community Safety Partnerships provides real opportunities to work collaboratively to reduce reoffending and harm in our communities by aligning our work through shared goals. During the course of 2018-19 we will review our delivery by our operational partners to ensure they fully meet our model of delivery and the needs of our service users and align to services already in the community.

We are keen to offer opportunities for innovative practice from external organisations and to develop ideas generated by our staff utilising our innovation fund. We have agreed to extend or partnership with AFC Fylde on a programme to improve the community integration of service users called positive pathways. In addition, we will enhance our TtG provision via a formal partnership with the Well specifically aimed at assisting substance misusers on release from prison. We will also build on the success of local initiatives undertaken during 2017/18 such as art and digital creation to provide opportunities for our service users to build on their talents to assist the rehabilitative process.

Key objectives for this area are noted overleaf.

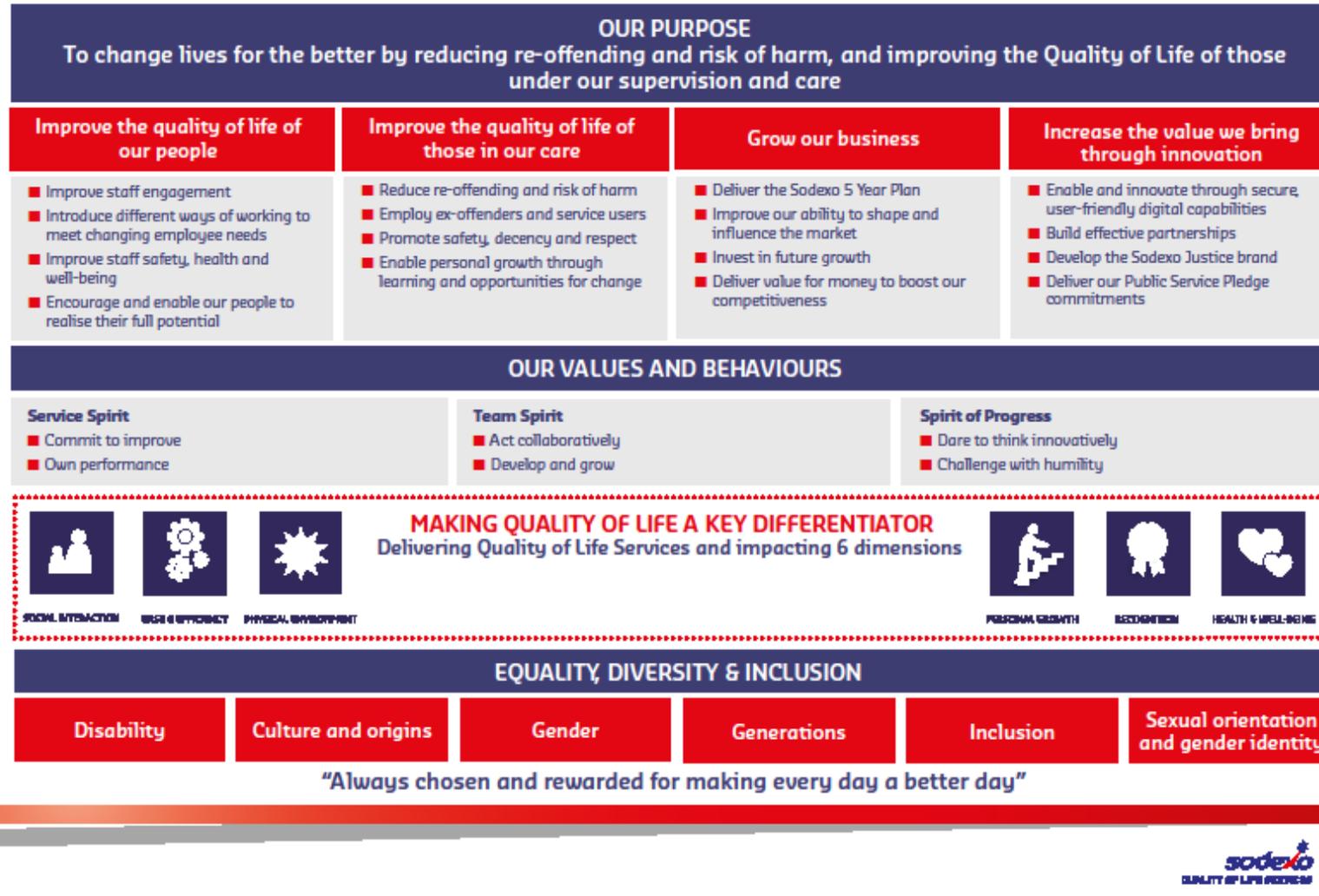
8.3 Key Objectives for 2018-19

No	Objectives	By When	Supplementary Detail	Lead
1	Develop a range of innovation projects to support the delivery of the CRC Reducing Re-offending Strategy	March 2019	None identified	CRC Director
2	Develop a sentencer liaison approach that suits the needs of the CRC and focusses on improved levels of engagement and confidence	October 2018	Newsletter	CRC Director
4.	Enhance our CRC Commissioning Strategy for CY6 by utilising needs and supply analysis	March 2019	Revised Strategy in place	CRC Director / Partnerships Manager
5.	Review and update Schedule 8 in partnership with HMPPS to ensure ongoing successful delivery of the contract	September 2018	Revised Schedule 8	CRC CEO / Sodexo Deputy Director

Annex A - Sodexo Justice Strategy

SODEXO JUSTICE STRATEGY

January 2018



Annex B - Our Performance Metrics for 2018-19

To be confirmed