

Business Plan for 2017-2020

Introduction

The Community Chaplaincy Association (CCA) is a small national body created to support its community chaplaincy members in their work to reduce crime.

Our vision

Supportive communities are made available for all who seek to move away from crime and reach their full potential.

Our mission

Bring our members and other organisations together to widen and deepen desistance support across the country.

Goals

We will achieve our mission by working towards the following 5 goals and tracking our progress against their measurable outcomes:

1. Develop partnerships to increase reach
2. Promote a culture of learning and continuous improvement
3. Raise national profile and reputation of Community Chaplaincy
4. Develop key quality standards for network
5. Evaluate and develop CCA's effectiveness as a network organiser

Our strategy to achieving these goals is outlined in the following pages of this document.



Community Chaplaincy Association

1. Develop partnerships to increase reach

a) Develop the Community Chaplaincy Network

Over the last 3 years we have grown to a point where we have 22 fully operational member projects and 7 projects in the process of being set-up. We are particularly pleased to have broadened our multi-faith basis –demonstrated by an increasing level of engagement by Muslim members. Collectively, members now support approx. 2,000 people per year leaving prison – up from 1,400 in 2013. We know demand still outstrips supply and delivery across the country is patchy. We also recognise that quality and depth of mentoring is variable and that there is work needed on a national level to support further development.

i. Start Up Projects - Facilitate and equip communities to establish new schemes in areas of the country that are currently under-provided for. This will include linking people together; advice; sharing of resources; and other bespoke support to assist development of new projects.
- 2 per year to register new initiatives with at least 50% being supported to achieve sustained full membership - evidenced in membership directory

ii. Attract existing projects who are not already members - Promote CCA membership to organisations that fit the delivery model but are not currently members, thus increasing the innovation and momentum of the network.
- At least 1 per year and at least 5 by 2020 – evidenced in membership directory

iii. Support growth and reach of services – which may well mean through longer relationships with the same number of clients. CCA will support this by connecting with beneficial resources; building strategic partnerships that add value to members; and wider awareness raising and campaigning to build support.
- Growth measured in annual statistical returns and reports from impact measurement database, tracking not only total number of people supported but also the intensity and length of mentoring relationships.

b) Build partnerships with other organisations

The CCA plays a key role in forming national partnerships to influence change and also to open doors to new opportunities for member projects on a local level. Existing partners include: NOMS Prison Chaplaincy, Step Together Volunteering, Muslim Chaplains Association, Church of England Mission and Public Affairs dept., Prisons Week, Reflex, Prison Hope, and the Welcome Directory

We will work collaboratively with a growing range of partners to increase our effectiveness and reach over the next 3 years.

i. Existing partnerships to be sustained with new opportunities for collaboration within them explored

ii. Establish strategic partnerships where clear added value can be achieved with at least 1 new organisation per year but at least 5 by 2020.

2. Promote a culture of learning and continuous improvement

a) Enable effective monitoring of client outcomes

Our Impact measurement system is now being used by 7 projects. To meet its full potential it will require continued support and some ongoing development. We are not expecting all our members to use this particular database but will be seeking some core standards in measuring the benefits gained by clients.

We will take the following steps:

- i. Support current users so that they get useful impact reports
- ii. Add new users – target of total of 15 projects using system by end 2018
- iii. Evaluate system and introduce priority enhancements
- iv. Work with other projects who have alternative databases with a view to continuous improvement of all approaches.

b) Improve collection and dissemination of good practice across network

Our Peer Groups have helped members to build strong working relationships and share with each other however we are now ready to enhance learning outcomes from these sessions. Findings from our independent research project on how Community Chaplaincy enables desistance will be published at the end of 2017 and will provide valuable learning points for the network. Furthermore, as our work on impact measurement progresses we will have more sophisticated data available to help us understand effective approaches to delivering support across the membership.

We plan to move the network towards a more structured approach to learning from each other and will do this by:

- i. Purposeful peer group meetings show-casing successful work
 - ii. Broader collation and circulation of case studies through range of channels
 - iii. Dissemination of learning points from Desistance research through delivery of workshops and production of new training resources – by June 2018
 - iv. Dissemination of learning points from impact measurement project through delivery of workshops and production of new training resources – by Jan 2019
 - iv. Developing more online learning including webinars and thematic discussion forums – by end 2018
- Measured by evaluation surveys, reach of publications, and feedback on new resources and online learning facility.

c) Broaden reach of learning within member organisations

The majority of work so far has been in supporting project managers within member organisations. However, where we have piloted learning events for the wider stakeholders in an organisation (including other staff, volunteers, service users and trustees) we have seen a deepening of learning and more opportunities to embed new approaches.

We will take the following steps to broaden our reach:

- i. Expand readership of weekly newsletter by 50% by end of 2018
- ii. Launch regular 'trustee digests' and circulate to Boards of all member organisations – by end 2017
- iii. Make Community Chaplaincy events more accessible to a range of stakeholders as demonstrated by number or people attending events and tracking their different roles within the charity

iv. Delivering more interventions to whole organisations - target of delivering 4 bespoke development away days per year for member organisations, bringing together their trustees, staff, volunteers and service users – progress on this reported back to Board every 6 months.

d) Enable members to stay informed and facilitate reflection

Our weekly newsletter shares network news and keeps members informed of wider developments in the sector. However, we want to make this more interactive and also create space for reflection.

We will enable members to stay informed and facilitate reflection through the following mechanisms:

- i. Continued distribution of weekly newsletter sharing good practice and sector updates
- ii. Guest speakers at quarterly events to gain further external perspective.
- iii. Increased use of social media and development of CCA website members' area
- iv. Creating regular space for reflection – building this into peer support meetings and annual visioning day.

- This will be measured by results of annual members' survey and through event feedback forms.

e) Harness new ideas from across the network

Whilst we do share examples of innovative practice across the network, we recognise there is more we could do to help encourage experimenting with new approaches and also to enable wider uptake of those ideas that prove successful.

i. We will sponsor pockets of innovation and then enable wider uptake of what works. Areas for innovation will remain fluid but will include investigating what 'good' looks like in the following contexts:

- a). Involving volunteers, employers and wider community.
- b). Learning from those with lived experience
- c). Exploring possible roles of faith and spirituality in bringing about change
- d). Specialist, joined up and holistic services for women.
- e). Community Hubs
- f). Housing
- g). Therapeutic activities
- h). Alternative funding approaches

- At least 3 innovative new projects per year will be supported and learning from these disseminated to all members – review progress on this every 6 months at Board meetings.

3. Raise national profile and reputation of network

We have made significant headway with this which has included serving on the Reducing Reoffending Third Sector Advisory Group to the MOJ, as well as through partnership work with faith groups in initiative such as the Welcome Directory, Prisons Week and Prison Hope 2017.

We recognise raising the network's profile and reputation is important in assisting members' fundraising and volunteer recruitment and therefore the sustainability of their services. We will take the following steps in this area:

- i. Increased contribution to the wider sector by delivery of presentations at national events (target 3-5 per year) and increased engagement in working groups and advisory panels (target – involvement in 3 new interagency groups by 2020)
- ii. Production and distribution of new literature articulating Community Chaplaincy's approach and evidencing its effectiveness – implemented by end 2017 and updated annually.
- iii. Developing our on line presence through increased use of our website, social media and blogs – achieve 50% increase in online footprint by end 2018 and 25% annually thereafter.

- iv. Partner with national faith groups and organisations to deliver awareness raising campaigns and to increase the pool of volunteers available to member organisations by 25% as measured in annual statistics.
- v. Facilitating joint funding bids to develop new services – pursue at least one such opportunity per year.

4. Enhance quality standards for Community Chaplaincy

Over the past three years a lot of time has been spent developing a shared sense of identity as a network and building up our library of shared resources. Now that we have proved our value as a network organisation, we feel it is time to be asking more of our members in terms of meeting key quality expectations so as to develop clear national standards.

We will take the following steps towards this goal:

- i. Introduce requirement for members to be externally accredited - with the Mentoring and Befriending Foundation or an equivalent body.
- ii. Develop a Community Chaplaincy added value accreditation framework for more specific quality standards. These will be consulted on with the membership, but may include these areas:
 - a) Faith and spirituality – person centred support to enable desistance, avoiding proselytising
 - b) Impact measurement – clear evidence of change and attribution
 - c) Client relationships – willingness to provide longer term support
 - d) volunteers – supportive of our goals
- iii. Review against standards and take appropriate actions

Quality reviews will be completed throughout an 18 month cycle. We will test out a system of peer auditing as part of this process.

5. Evaluate CCA's practice and cost effectiveness as a network organiser and develop the organisation's delivery

Much of the feedback we have gathered so far is around reviewing particular projects or initiatives. We now feel it is time for a more strategic approach to reviewing our effectiveness as a network organiser so that we can identify areas for further development.

a) Gather insightful information on the CCA's performance

- i. This will be achieved by regular consultations with members, through our annual survey and feedback from events. We will also gather annual feedback from external partners to evidence broader impact. Feedback will be shared at Board meetings on an annual basis.
- ii. We will also report on progress against goals at quarterly Board meetings and trustees will identify any additional action necessary – as evidenced by Board meeting minutes.

b) Independent review of the CCA

- i. This external evaluation will provide us with recommendations around our effectiveness in facilitating a network of independent charities and will highlight ways in which we may continue to develop our services.
– by end 2018

c) Demonstrate reflective approach to exercising leadership of a membership organisation

- i. Provide annual membership meetings where open and honest conversations about relative strengths and weaknesses of the Association are discussed and actions agreed to enhance future delivery.
- ii. Provide an annual Board Away Day where time for reflection is enabled.
 - Identify at least 3 significant changes / new developments to delivery model of the CCA following feedback from members by 2019.