



## Community Chaplaincy Association Strategy 2021-2022

### Context

The Community Chaplaincy Association is a criminal justice membership, networking and infrastructure organisation offering its members operational and strategic support and representing their interests, such as:

- **Community of Learning** offering, peer support, networking buddying and lateral cooperation.
- **Best Practice Exchange**– focussed on quality, evidence-informed practice and research
- Training and other networking events
- Secure database and other operational tools
- Website facilities
- Operational and strategic advice, fundraising, safeguarding, HMPPS staff /volunteer issues
- Start up support and diversification support
- National Representation
- Links to strategic partners, research and collaborative opportunities

It employs three staff members:

Chief Executive Officer	Membership and Impact Officer	Muslim Project Lead
Strategic Plan Representation Fundraising	Website and secure database facilities Membership administration Impact Measurement and Evaluation	Developing 5 new Muslim Led community chaplaincies Equality and Diversity Training

### Strategic Goals

The CCA has worked with the Cranfield Trust to develop 3 strategic goals for 2021 to support its members and fulfil its role in the sector.

1 Development	2 Improvement	3 Representation
<ul style="list-style-type: none"> <li>• New Projects</li> <li>• Diversification</li> <li>• Recruitment</li> <li>• Retention</li> <li>• Collaboration</li> </ul> <p><i>Geographical</i> <i>Multi-faith</i> <i>Inclusive</i> <i>Preventative/community</i></p> <p>Appendix 1 Membership Criteria</p>	<ul style="list-style-type: none"> <li>• Best Practice</li> <li>• Buddying</li> <li>• Networking</li> <li>• Training</li> <li>• Partnerships</li> </ul> <p><i>Timely</i> <i>Evidence based</i> <i>Client focussed</i> <i>Inclusive</i> <i>Kind</i> <i>faith based not faith biased</i></p> <p>Appendix 2 CCA Offer</p>	<ul style="list-style-type: none"> <li>• Understanding members needs</li> <li>• Representing members in faith, VCS and statutory settings</li> </ul> <p><i>Understand</i> <i>Amplify</i> <i>Influence</i> <i>Challenge</i></p> <p>Appendix 3 Statement of Faith</p>

## 1 Development\*

Activities	Our Outcomes/Measures
<ul style="list-style-type: none"> <li>• Creating new members from start-up with intensive support</li> <li>• Recruiting existing organisations directly or to diversify into the faith/community/justice sector</li> <li>• Diversification within member projects</li> <li>• Retention of member projects</li> <li>• Collaboration with CHQ and other partners</li> <li>• Highlighting emerging priorities:               <ul style="list-style-type: none"> <li>○ Sex offenders</li> <li>○ BAME cohorts</li> <li>○ Diversion/community responses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase in total membership</li> <li>• Wider geographical coverage</li> <li>• Increased number of projects attracting BAME clients</li> <li>• Increased number of projects able to support people convicted of sex offences</li> <li>• Wider variety of projects in the membership meeting needs of the community affected by criminal justice issues</li> </ul>

## 2 Improvement \*

Our Current Quality Focus	Our Outcomes/Measures
<ul style="list-style-type: none"> <li>• Equality and Diversity in workforce</li> <li>• Service User Voice and meaningful involvement</li> <li>• Partnership working</li> <li>• Safe practice</li> <li>• Project sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance and participation in network events</li> <li>• Take up of training by members</li> <li>• Exchange of training between members</li> <li>• Evidence from members feedback</li> <li>• Use of buddying –mutual support between members</li> <li>• Take up of CCA staff direct support</li> </ul>

## 3 Representation\*

Our Core Message	Understand Amplify and Support	Influence Challenge Inform
<ul style="list-style-type: none"> <li>• CCA Statement of Faith</li> <li>• Characteristics of Community Chaplaincy in Practice</li> <li>• Faith and Desistance –holistic approaches</li> <li>• Collaborative non-duplication</li> </ul>	<ul style="list-style-type: none"> <li>• CCA members</li> <li>• Other faith/criminal justice organisations</li> <li>• Operational and policy influencers</li> <li>• Faith appointees</li> <li>• Chaplaincy HQ</li> </ul>	<ul style="list-style-type: none"> <li>• HMPPS</li> <li>• Wider criminal justice sector</li> <li>• General public</li> </ul>

\*Please see Appendix 4 for more details

### A Partnership Approach

The CCA recognises local faith communities and local resettlement prisons as key partners in the delivery of its strategic development aims. It works in collaboration with the wider criminal justice faith voluntary sector, including the Welcome Directory, Prison Chaplaincy and Probation teams.

The CCA recognises a wide network of faith and criminal justice voluntary sector organisations, working in prison and in the community with a focus on service delivery and on policy change.

The CCA seeks to use all of its development, improvement and representation resources to ultimately impact on the experiences of prisoners and their families and build stronger inclusive communities.

## Target Indicators

KEY:	
AR	Annual Return from operational members
TQR	Trustees Quarterly Report
MNSE	Attendance /Feedback/ Activity at Members Network Support Event
MS	Survey of Members (impact evaluation )

Development	5 new chaplaincies into membership in target geographical areas	AR
	Support for BAME clients in network increases from 16 to 20%	AR
	5 new Muslim led projects welcomed into network.	AR
	5 new examples of increased variety of service (Diversification )	AR
	10% Increase in the total number of mentoring places for clients.	AR
Improvement	Members receive 50 update reports annually on sector developments and membership news from CCA	TQR
	Members invited to 10 best practice/training/support events	TQR MS
	Members offered free Equality and Diversity Training	MNSE
	Members access Sex offender training	MNSE
	5 more Members adopt effective peer support initiatives	TQR
	CEO offers consultation advice to 10 x projects	TQR
	Annual Impact survey of member's needs – other impact assessments and evaluations	MS
	5 x evidence of lateral support and cooperation in the network	TQR
Representation	Members meet with senior leaders at events x 3	MNSE
	CCA participates in 10 collaborative relationships across the faith and criminal justice sectors	TQR
	CCA builds partnerships to meet the needs of CHQ NPS Approved Premises work	TQR

## APPENDICES

### Appendix 1

## **Membership Criteria**

### **Associate Member**

1. Motivated by faith ethos – agrees with CCA inclusive statement of faith
2. Committed to delivering high quality services
3. Accepts the CCA as national voice
4. Avoids any actions that will risk the reputation of the CCA and the network.

### **Active Project Member**

1. Motivated by faith ethos – agrees with CCA inclusive statement of faith
2. Committed to delivering high quality services
3. Accepts the CCA as national voice
4. Avoids any actions that will risk the reputation of the CCA and the network.
5. Is a Constituted Organisation with an active Board of Trustees/access to
6. Operates within a policy and procedure framework with a robust system for evidencing outcomes
7. Risk assessment process in place to safeguard clients and volunteers
8. Service users are clear about the service on offer
9. Safe and inclusive practice is a priority in recruitment, training and ongoing supervision
10. Regular monitoring of volunteers' supportive relationships with clients
11. Operates within a recognised Theory of Change
12. Participates in the network and attends meetings
13. Completes an Annual Return and Members Survey
14. May offer expertise as part of the CCA consultancy
15. Uses CCA logo

## **Membership Fees, Structure and Benefits**

- |     |  |                         |
|-----|--|-------------------------|
| 1.) | <b>Associate Members – including individual members</b>  | <b>Annual Fee = £25</b> |
|     | <ul style="list-style-type: none"><li>• Access on line Newsletter</li><li>• Can attend Annual Conference</li><li>• Can spot buy support services if offered by membership or CCA</li></ul>   |                         |
| 2.) | <b>Active Members – all of the above plus</b>  | <b>Annual Fee = £50</b> |
|     | <ul style="list-style-type: none"><li>• General telephone online support and information/advice/guidance from CCA staff</li><li>• Receiver of tailored support as part of an identified start-up or diversification project</li><li>• Access to training resources from CCA (plus limited delivery support if applicable)</li><li>• Access to tools for operations such as templates and IIZUKA (compliant database)</li><li>• Access to online members support events - Best Practice – networking – research - community</li><li>• Access to specialist online individual support from CCA or other - Buddying – partnership working</li><li>• Can have stand at Annual Conference</li><li>• Can present a Best Practice model to members</li><li>• Contribute to CCA agenda /shape CCA policy</li><li>• Sector representation opportunities via CCA</li><li>• Can provide specialist consultancy</li><li>• Access to Standardisation and Quality Monitoring tools</li></ul> |                         |

## Appendix 2

### **CCA OFFER**

**If you are a new project** – we can offer:

Start-up advice, access to training, operational resources, an experienced buddy chaplaincy to support you, being part of a specialist network, help and advice with recruitment, training, safeguarding, community engagement etc.

**If you are an existing charity looking to diversify** - we can offer:

The best evidence based models, the networking opportunities at our regular events, the specialist bid-writing advice for CJ activities, the members portal of resources, shaping advice on project design capacity and costs, supported links to key new partners in prison and probation, examples of how projects have diversified and the opportunity for buddying support. Advice on evaluations, monitoring and impact for your new project. Troubleshooting and encouragement

**If you are an established charity with faith and Criminal justice credentials** we can offer:

The opportunity to shape and influence the sector through our network activities where you can share your best practice and sector innovation nationally with like-minded projects,  
The opportunity for greater collaboration with partnerships from within the network and the wider sector.

Our community of learning ranges from weekly updates on the latest research and reports, to opportunities to access free specialist training. Members are encouraged to take advantage of our best practice exchange, buddying facility and our regular ongoing learning and networking events - discussing faith, desistance, safe practice, fundraising and a range of other issues important to the membership.

## Appendix 3

### **Community Chaplaincy Statement of Faith**

- The foundations of community chaplaincy are derived from faith based principles.
- Faith informs and motivates the work of CCA and its projects. Faith is the belief that no one is beyond help and the belief in the transformative power of hope, compassion, forgiveness, perseverance and patience.
- Projects recognise that faith is a **protective factor** for communities and individuals.
- The CCA recognises all faiths, harnessing and supporting the resources of single and multi-faith communities to work in response to the needs of prisoners and their families.
- CCA projects support clients of all faiths and none, believing in the intrinsic value of each human life. They respond to those who wish to explore faith but are not intent on proselytizing.
- The CCA believes that it is only when there is opportunity for change, transformation, renewal and restoration, that justice is fully served in the detention of prisoners.

It is a valid distinction that CCA is multi-faith and diverse but our members can be single faith

The critical points from a members' perspective are as follows:

- The member must not discriminate against other faiths and diversity.
- The member must agree with the CCA Statement of Faith
- The member must be open about their criteria and not disingenuous
- The member must not be intent on proselytizing

## Detail of Strategic Goals

### 1 Development

Our Targets	Activities	Mechanisms of Change	Assumptions	Impact
<p><b>NEW</b> Potential members in target areas (geographical and cohort) who don't currently know about the CCA</p> <p>Members of the public who could set up a project in their area who are motivated but lack resources, skills and experience</p>	<p>Coordination with Chaplaincy HQ to develop a Formal Start Up process Prison Chaplaincy Teams involved in start-up projects</p> <p>Collaboration with Welcome Directory to engage priority communities</p> <p>Identification of CCA targets cold geographical areas and communities</p>	<p>Formal Start Up Process with CHQ</p> <p>Information from Welcome Directory</p> <p>Buddying - an experienced chaplaincy supports the newcomer with resources training advice expertise</p> <p>Engagement of Black led churches and Mosques into the network</p>	<p>Small faith based charities offer a unique interface between community and clients which benefits community social capital</p> <p>Faith is a protective factor</p> <p>Clients are more likely to engage with support if cultural barriers are reduced</p>	<p>The CCA network continues to grow in both its geographical coverage and its reputation with clients and partners</p> <p>BAME communities active in resettlement supported by the wider network</p> <p>More chaplaincies providing clients with reliable respectful services that anticipate their needs</p> <p>Clients able to access appropriate tailored provision</p>
<p><b>RECRUITMENT</b></p> <p>Existing projects that meet our criteria already in CJ or a similar field</p> <p>Projects in areas with high ethnic minority release cohorts</p>	<p>Internet searches and intelligence from partners</p> <p>Introduction and engagement activities by members and staff</p>	<p>Resources of the CCA - Engagement documents</p> <p>Zoom interviews</p> <p>CCA offers (newsletter /event)</p> <p>Buddying</p>	<p>Projects will recognise the benefits of the CCA and want to join</p> <p>Joining the CCA will strengthen projects</p> <p>Converting existing projects is more efficient than starting from scratch</p>	<p>New projects are welcomed into the network</p> <p>The network grows and brings in new ideas</p> <p>A wider range of projects is linked into the network and able to inform members.</p>
<p><b>DIVERSIFICATION</b></p> <p>Our existing members that need support to diversify e.g. Client led group BAME work Family work</p> <p>Projects that could support people convicted of sex offences</p>	<p>CCA continues to support individual projects with their diversification needs</p> <p>CCA provides training and 1:1 support</p> <p>Members access training/support to prepare them for diversification and gain new skills</p>	<p>Best Practice Exchange in the network which promotes ideas and activities that are beneficial to members and their clients</p> <p>Buddying for more intensive support</p> <p>Using the evidence</p> <p>Support from MOJ and CHQ</p> <p>Appetite for change</p>	<p>Chaplaincies will always need to diversify respond to the changing environment /new learning</p> <p>Well-tailored resources will attract clients and improve engagement</p> <p>Developing skills will increase support available to target groups</p>	<p>Current members successfully diversify</p> <p>Projects develop specialisms to meet the needs of the actual prison population and local community</p> <p>Clients feel that the services are culturally appropriate/inclusive/accessible</p> <p>Variety of projects attracts new volunteers to projects</p>

<b>RETENTION</b> Projects that are struggling due to economic climate HMPPS changes Operational issues Staff handovers and difficult transitions	CCA continues to support individual projects with their operational and strategic needs.  CCA signposts to other sources of support	CEO visits member projects to check on quality and to identify areas where the CCA (CEO y or other member or Trustee) can help	An outsider view can often see strengths (and weakness) operationally and can add value by carrying out benchmarking /discussing standards /influencing practice.	Small projects survive and thrive with the back-up of the CCA or an identified buddy through the network and overcome issues stay in business resulting in a local service for clients to access – embedded in local partnerships and networks.
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## 2 Improvement

Activities	Mechanisms of Change	Assumptions	Impact
<p>Regular support events for all our members on : <i>Sector developments</i> <i>HMPPS changes</i> <i>New research</i> <i>Specialist training</i> <i>Networking and learning opportunities</i></p> <p>Sex offender &amp; Equality and Diversity Training delivered in 2021</p> <p>1:1 support from CCA for projects facing a range of operational financial staffing and sector issues</p> <p>Support available at all stages in the life of a project</p>	<p>Best Practice Exchange</p> <p>Buddying facility between projects</p> <p>Staff and and members expertise and availability</p> <p>Explicit culture of learning in the network</p> <p>Specialist skill events informed by membership needs</p> <p>Skills training</p> <p><i>CCA facilitates advises and supports members response to sector changes</i></p>	<p>That taking on more risky clients (re: outcomes on an impact balance sheet ) is worth it and funders will see the value</p> <p>That the model of hope perseverance etc. has intrinsic value, but quality can always be improved</p> <p>Tailored culturally matching resources will attract clients and improve engagement</p> <p>Changes in HMPPS are designed for large organisations</p> <p>Project leadership is isolating and regular contact and support improves wellbeing in projects.</p>	<p>Volunteers are retained</p> <p>Projects continue to provide relevant services</p> <p>The Skills knowledge &amp; expertise in the chaplaincy projects increases and cascades through the network ensuring best practice is promoted creating an ongoing community of learning.</p> <p>Partnership approaches strengthen local communities which in turn support projects</p> <p>Unregulated well-meaning activity is identified and brought into the fold to increase safe practice</p> <p>Chaplaincy projects have a solid foundation to diversify from</p>
<p>Service user support groups are championed in the network by sharing best practice and encouraging members to set up their own versions of this kind of work</p> <p>Members are encouraged to help ex-service users to trustee positions etc. by mentoring them</p>	<p>Changing the power dynamic in the chaplaincy. Service users and ex-service users are the providers as well as the recipients of services.</p> <p>Their skills development begins where they have expertise and builds on it</p> <p>Care is taken over labels. Expertise by experience is recognised as standard.</p>	<p>A truly enabling environment for service users involves the chaplaincy staff volunteers and processes also changing - in order to effect meaningful change we must change ourselves.</p> <p>Lack of service user involvement is a lost opportunity to enrich practice and improve service delivery</p>	<p>Service users improve delivery in roles of influence and responsibility</p> <p>CCA members have a reputation for meaningful and effective service user participation</p> <p>members of the CCA set up service user led initiatives</p> <p>New members incorporate service user led initiatives in their project design</p>
<p>Partnership work with Chaplaincy Headquarters and Approved Premises teams</p>	<p>Implementation of strategy to increase provision for Approved Premises</p>	<p>the members will be able to focus on spiritual/emotional needs as statutory support in place</p> <p>Risk is shared between parties</p>	<p>Transitions from Approved Premises are routinely supported in faith</p> <p>Closer working with CHQ NPS AP will improve quality for clients</p>

### 3 Representation

Our Targets	Activities	Mechanisms of Change	Assumptions	Impact
<p>Our members</p> <p>National spaces for influence</p> <p>Ministry of Justice</p> <p>Criminal Justice Voluntary sector networks</p> <p>Faith sector networks</p> <p>Probation teams in the community</p> <p>Prison officers and prison chaplaincy teams</p> <p>Chaplaincy HQ</p> <p>prisoners</p>	<p>Members participate in Impact surveys data gathering &amp; feedback opportunities</p> <p>Representation on the Reducing Reoffending Third Sector Advisory Group RR3 to MoJ</p> <p>Networking and collaboration in the faith sector with a multi-faith holistic client -centred agenda</p> <p>Organisational activity across the multi-faith VCS resettlement sector</p>	<p>Vertical voice of members reaches key audiences CCA as conduit</p> <p>Multi-faith organising in this space creates a precedent for multi-faith holistic responses from communities and generates appropriate resources and contexts to facilitate this.</p> <p>The power of hope and perseverance in communities</p> <p>Routes to key decision makers via networking and reputation</p>	<p>Knowledge of membership will expose need/strengths</p> <p>An Integrated Multi-faith voluntary sector is better than single faith responses</p> <p>Multi-faith practical provision is a strength of prison and community chaplaincy</p> <p>Faith is a protective factor (someone else's faith in practice can benefit you even if you don't share their faith)</p>	<p>Membership able to influence change and improvements in the sector based on their frontline experiences</p> <p>Benefits of faith are understood and not just problematized (especially Islam) by HMPPS</p> <p>Partners refer to chaplaincies understanding they will help regardless of whether the client has a faith or not</p> <p>Community chaplaincy models/ workers in faith recognised and respected at national level</p> <p>Greater religious understanding and tolerance in communities</p>