

Annual Service Plan 2018-2019

Changing lives for the better



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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 Amanda Cullen

As an organisation we remain committed to building on our foundations to become successful in protecting the public and reducing re-offending. We continue to make considerable progress on improving the performance and the quality of our work. I am delighted and want to thank SYCRC staff for their commitment and hard work in achieving all of our Contractual Service Level Metrics in 2017-18, a trend we intend to continue during 2018-19.



During 2017-18 South Yorkshire was subject of a full inspection by Her Majesty's Inspectorate of Probation [HMIP]. The results of their Quality and Impact assessment were positive. The Chief Inspector's report found committed and hard working staff focused on reducing reoffending and protecting the public in South Yorkshire. Our range of interventions, which are designed to support people to make the changes necessary to turn away from crime, were highlighted along with effective working relationships with the National Probation Service. There is always room for improvement and we have already made good progress on the recommendations from the report.

Our work with Operational Partners will continue and we remain committed to working in partnership with other statutory, voluntary, third and private sector organisations. We continue to work closely with the South Yorkshire Local Criminal Justice Board and four Local Authority Community Safety Partnerships. In the latter part of 2017-18 SYCRC were awarded three separate contracts to provide Domestic Abuse interventions for non-statutory persons, these were commissioned by Cafcass, Sheffield City Council and a County Wide Project headed by Doncaster Metropolitan Borough Council. We are incredibly proud to have been recognised as a preferred provider of these services within the South Yorkshire area and look forward to working with our partners to ensure there are less victims.

Professional development of our staff is vital to our success. We continue to invest in professional training for Probation Practitioners and during 2018-19 we plan to progress a further five Responsible Officers through the Professional Qualification in Probation (PQIP). In recognition of their hard work four of our staff were formally recognised at the National Sodexo Stars Awards event with one winning the overall award of Chef of the Year for his work with SYCRC Service Users completing their Unpaid Work hours during lunch club placements. We have also recently launched our Service User Inspiration Awards in conjunction with User Voice. The event saw 18 service users given awards following nominations from their Responsible Officer. Each award was designed to celebrate success, change and achievement. This event is now firmly embedded in our annual calendar.

Finally, I remain proud of the organisation I lead and the positive impact we all have on the individuals we manage and the communities we serve.

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

- 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.

TEAM SPIRIT

- 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.

SPIRIT OF PROGRESS

- 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

- Commit to improve
- Act collaboratively
- Dare to think innovatively
- Own performance
- Develop and grow
- 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.

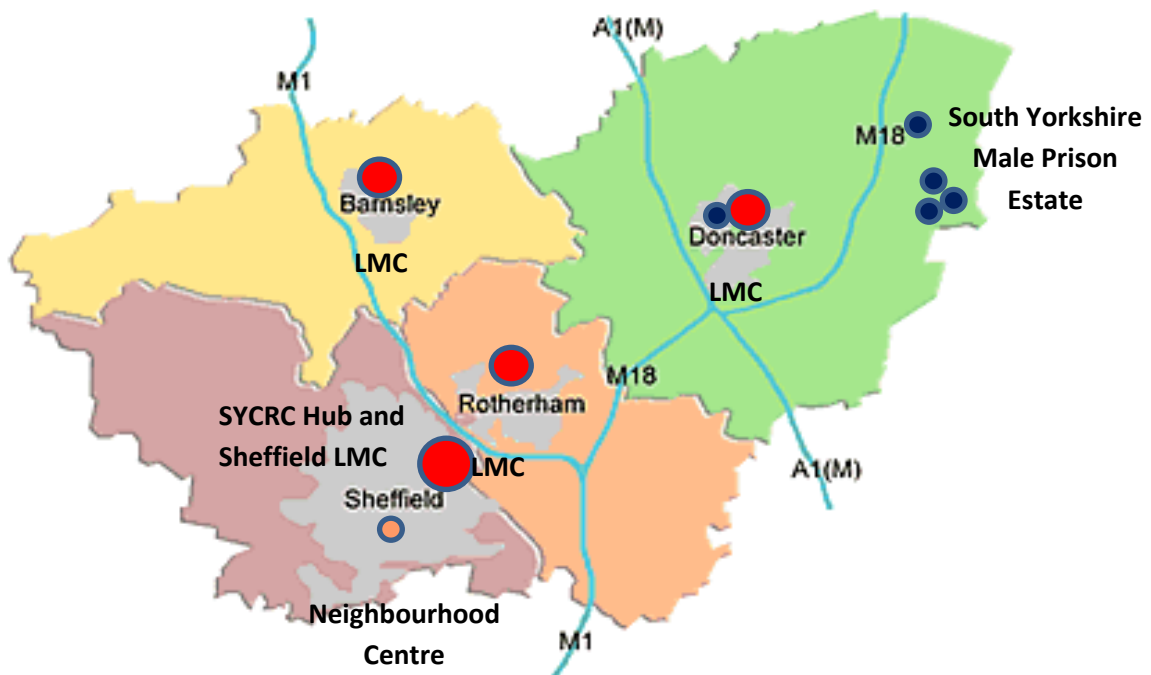
Annex A outlines the full Sodexo Justice Strategy and how our Purpose, Values, Behaviours and Priorities are aligned.

4 Our CRC – Strategic Context

Our locality

SYCRC operates over 600 square miles in the County of South Yorkshire and delivers across four local authority areas: Barnsley, Doncaster, Rotherham and Sheffield. We work closely with the Local Authorities based in each of these districts and cover the same geographic area as South Yorkshire Police.

We have four Male Estate Prisons across five sites located within South Yorkshire. All are located on the far east of the county in the Doncaster Local Authority Area. There are three Resettlement Prisons; HMP Doncaster, HMP Hatfield (Hatfield Open and Hatfield Lakes) and HMP Moorlands for which SYCRC is designated lead host to deliver Through the Gate Services. SYCRC is co-lead host for female prisoners in HMP New Hall which is located to the north of Barnsley across the border in the county of West Yorkshire.



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 operational partners to undertake interventions on our behalf. 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 and do not have a dedicated reception facility, but staff can ‘hot desk’ and meet service users there.

Our caseload – CRC volumes

During 2017-18 our caseload has shown a decrease of 9%. The most recent (15 February 2018) Criminal Justice Statistics Quarterly bulletin (covering September 2016 – September 2017) confirms recent key trends — the lowest number of people since modern records began (1970) were dealt with by the courts, but the proportion of people imprisoned for indictable offences rose again and that average length of sentence increased too.

During 2018-19 we expect to work with over 4200 service users including:

- **around 2550 people serving Community Orders or Suspended Sentence Orders** , who present either low or medium risk to the public
- **around 1050 people who have been released from prison on licence**
- **around 600 people in prison** as they approach release and help them resettle in the community (our 'Through the Gate' services)

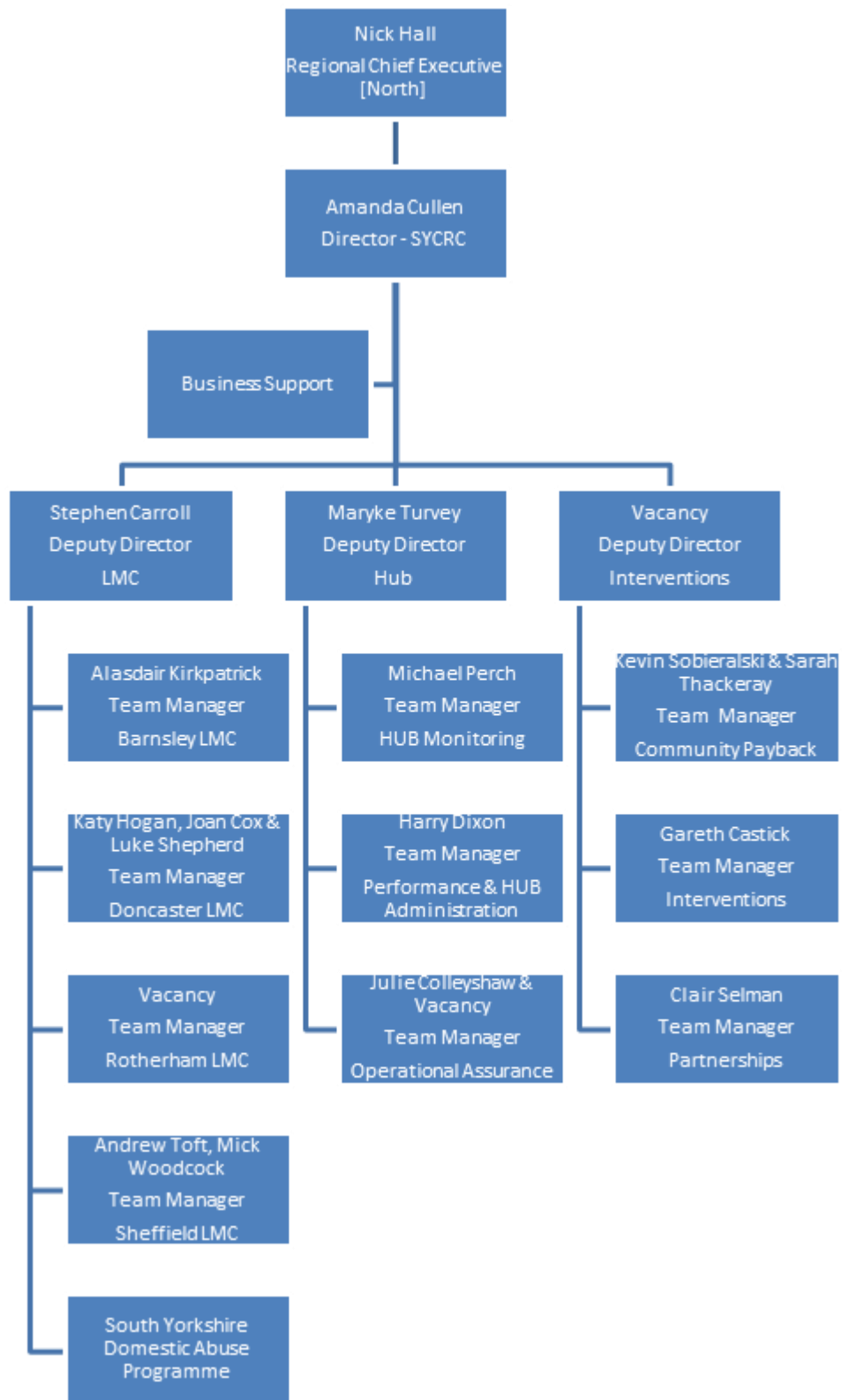
Reoffending data for CRC cohorts was published in October 2017 for the first time and although South Yorkshire CRC is performing below the predicted rate of reoffending we find ourselves with one of the highest reoffending rates across England and Wales for both binary and frequency measures. Our challenge during 2018-19 is to gain real time information on offending to be able to take action by revising the sentence plan, providing tailored interventions and implement control measures where necessary. It is critical we work with our key partners through the County Wide Reducing Reoffending Steering Group and the Community Safety Partnerships to have multi agency wrap around plans, particularly for those who are vulnerable and also for those committing multiple crimes. We will continue to build upon the work already started during 2017-18.

Our Staff

The company currently employs 178 FTE staff and also works alongside 33 FTE operational partners who employ their own staff and also deploy volunteers to work with our service users.

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 overleaf:



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 build upon high performance against the contractual service level metrics and continue to improve the quality of our delivery to our service users. South Yorkshire will continue to pilot features of the Sodexo CRC case management system that will be implemented such as Justice Star alongside key operational initiatives including the introduction of a multi agency Reducing Reoffending Team to concentrate on those who are frequently committing crime. The Police and Crime Commissioner and the four Local Authority Community Safety Partnerships have a joint county wide priority for 2018-19 targeting domestic abuse, the CRC have been chosen as their preferred partner to deliver a number of programmes aimed at supporting victims and perpetrators across South Yorkshire with the aim of raising awareness, protecting victims and changing behaviour of perpetrators.

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 deliver our commissioning strategy to enhance our partnerships, outlined in more detail in section 8. This will include working with local partners to improve accommodation opportunities for our service users. We will build upon our success in 2017-18 and **increase employment opportunities** for ex-offenders and service users in our CRC, in Sodexo and its partner companies.

As part of our commissioning approach 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) and continue to develop and provide resettlement services within HMP Lindholme (non resettlement prison).

The ultimate test of our effectiveness is **our impact on reoffending rates** and the subsequent benefits this brings to our local communities. In South Yorkshire we are working with our partners through the Local Criminal Justice Board, the County Reducing Reoffending Steering Group and the four Local Authority Community Safety Partnerships to develop a multi agency response to reoffending. A large percentage of SYCRC service users have complex needs and as a consequence are also receiving support from other statutory/voluntary agencies, it is our aim to work with partners to have a single plan and combine the resources from the relevant agencies to support a reduction in reoffending. Our action in this regard is included in Section 7 of this plan.

5.2 CRC Delivery

In 2018 we will continue to harmonise a range of operational policies and strategies across CRCs, continuously improve our working practices, implement the revised Through the Gate and Women's Specifications and pilot some of the features of our Offender Management System (OMS). Our focus will be on business as usual such as:

- Sustaining and improving performance against the contractual service level metrics by improving the first contact with service users following their court hearing, progress interfaces with National Probation Office staff at an operational level, reviewing HUB processes for efficiency and effectiveness and improving data quality. The implementation of OMS will be a key factor.
- Improving the quality of delivery to service users through effective local SYCRC quality assurance arrangements and the National Sodexo CRC Quality Assurance Group. The SYCRC has a comprehensive quality assurance framework which includes a monthly case auditing regime, observations of practice for responsible officers and operational partners, continuous professional development for staff and operational partners and stakeholder feedback through the offender, stakeholder and staff surveys. Our focus in 2018 will extend to include the quality of our non accredited Short Duration Programmes also known as Rehabilitation Activity Requirements (RAR) and our Community Payback delivery. We will maintain close communication with local courts, Sentencers, NPS and Community Safety Partners to promote the effectiveness and impact of our Interventions.
- The Sodexo CRC National Operational Assurance Group has an annual work plan signed off by the Sodexo CRC Senior Leadership Team (OBM) and benchmarks the Sodexo CRC Practice Standards, identifies areas for improvement, shares best practice and develops/supports the harmonisation of operational policies. A key area for 2018 will be to implement a 'Health Check' report on the Sodexo CRC Practice Standards across all six CRC areas to improve quality of:
 - Early Work,
 - Compliance,
 - Risk Assessment and Management; and
 - Review and evaluate
- Further information on the aims of the National Sodexo CRC Operational Assurance Group and the 2018-19 work plan can be found in Section 7.1.
- As part of our commissioning approach we will determine whether any services currently provided by our operational partners should be market tested and/or changed to support our Reducing Reoffending Strategy.

The Prison Estate is due for reconfiguration during the early part of 2018 and HMP Leeds is due to become the reception prison for South Yorkshire offenders. HMP Moorlands has been dedicated as one of the 'reform prisons' and all four South Yorkshire Prisons will implement Offender Management in Custody (OMIC) during 2018-19. We will work in partnership to support the developments in custody to improve services for Prisoners.

We will continue to work with Operational Partners to strengthen and consolidate our Through the Gate (TtG) services to ensure we meet the needs of prisoners released from the three resettlement prisons within South Yorkshire and HMP Lindholme, a non resettlement prison. We expect to refine our TtG model during 2018-19 to take account of the Authority's enhanced TtG specification. The CRC is currently part of a county wide strategic group seeking to improve the accommodation status for service users leaving custody and those on community sentences. The recommendations of this group will be presented at the Local Criminal Justice Board and County Reducing Reoffending Steering Group for implementation in 2018-19.

We continue to invest in 'a distinct approach' for our women service users. Working with a consortium of providers under the umbrella of Changing Lives, our operational partner, we will continue to refine services provided at Women Centres across the four local authority areas during 2018-19. We will continue to extend and broaden the range of partners and interventions delivered at the Centres to support our women service users and add value to our Reducing Reoffending Strategy. We will also seek to implement an in reach service to HMP New Hall to support South Yorkshire Women in custody out through the gate into the community.

Alongside our bespoke women provision, we have targeted service users who are veterans and sex workers and support them with a peer mentoring service which enables them to access community provision. During 2018-19 our aim will be to increase the numbers of service users declaring themselves as veterans and/or sex workers and to support access to services to meet their individual needs.

Supporting employment opportunities for our service users will continue as a key priority during 2018-19. In addition to working with our Operational Partner NACRO to support Employment, Training and Education needs both in Custody and the Community, we have developed partnership arrangements with third sector organisations IBS and Cascade to improve access to jobs and improve job readiness and intensive support for those hard to reach service users through NOMs CFO funding delivered by APM and Wiseability. We will also continue to explore employment opportunities within the Sodexo organisation.

Key objectives for this area are noted overleaf.

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 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.

6.2 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.

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.

6.3 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.

The South Yorkshire CRC Director will continue to lead a National Sodexo CRC Operational Assurance Group. 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, OMS features, 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

South Yorkshire CRC has made considerable progress on improving the performance across Schedule 9 Service Level Measure and Assurance Metrics during 2017-2018. We maintain robust performance management processes in place to deliver the required performance levels and ensure we minimise the likelihood of service credits. We have a strong commitment to continuous improvement; we engage fully with all audits and inspections and take an active approach to this scrutiny, with appropriate improvement planning where required.

Our strong commitment to continuous improvement is across all aspects of our work with service users, our joint working with Operational Partners and local partnerships and our whole staff group. Our SYCRC Accountability Framework provides a sound structure to enable organisational development and growth which supports the embedding of a culture of collective organisational accountability and personal accountability. This is underpinned by quality assurance, one to one and group support, continuous professional development, and learning and development.

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.

Our Business Development Strategy is rooted in our core business. We have been successful in securing three additional contracts during 2017-18, Sheffield City Council Caring Dad's Programme, HMP Lindholme Resettlement Services and a Countywide joint PCC and Local Authority Domestic Abuse Perpetrator Programme. We will continue to build on this success and 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 South Yorkshire 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 | SY Countywide Domestic Abuse Programme Sheffield Caring Dads Programme HMP Lindholme Resettlement Service | 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

The SYCRC Reducing Reoffending Strategy is based on achieving improvements to both binary and frequency measures through a multi agency approach. The South Yorkshire County Reducing Reoffending Steering Group and Local Authority Community Safety Partnerships are key partners in delivery of our strategy. During 2018-19 we will continue to build upon our relationships with the key partners to ensure reducing reoffending is a key priority/strategic objective for the South Yorkshire Local Criminal Justice Board and all four Local Authority Community Safety Plans.

The Strategy is heavily dependent upon access to 'live' arrest and PNC data and the CRC needs the support of the Authority and South Yorkshire Police to enable consistent information sharing. We will tailor our services to four distinct reoffending groups:

- | | | |
|--|---|-------------------------------------|
| 1. Those committing less than 2 crimes | - | Support – SYCRC Operating Model |
| 2. Those committing 2-5 crimes | - | Change - Tailored Interventions |
| 3. Those committing 6-10 crimes | - | Change & Control – IOM Police & CRC |
| 4. Those committing 10+ crimes | - | Control – Multi agency team & plan |

The Integrated Offender Management Scheme (IOM) will be reviewed and relaunched during 2018-19 to tailor services for Group 3 service users and a County Reducing Reoffending Team, a specific team of responsible officers and operational partners, will be set up to manage Group 4 service users. Group 3 and 4 service users will be managed in conjunction with partners

particularly the Police, Local Authorities, Prisons, Alcohol & Drugs Services, Accommodation Providers and Liaison & Diversion Services.

Those partner organisations delivering across more than one CRC will benefit from a regional approach to rationalise provision and enable us to maximise services. We will introduce a revised contract management framework across all six CRCs to adopt a standardised approach to contract management. Needs analysis information is heavily dependent upon the implementation of the OMS case management system.

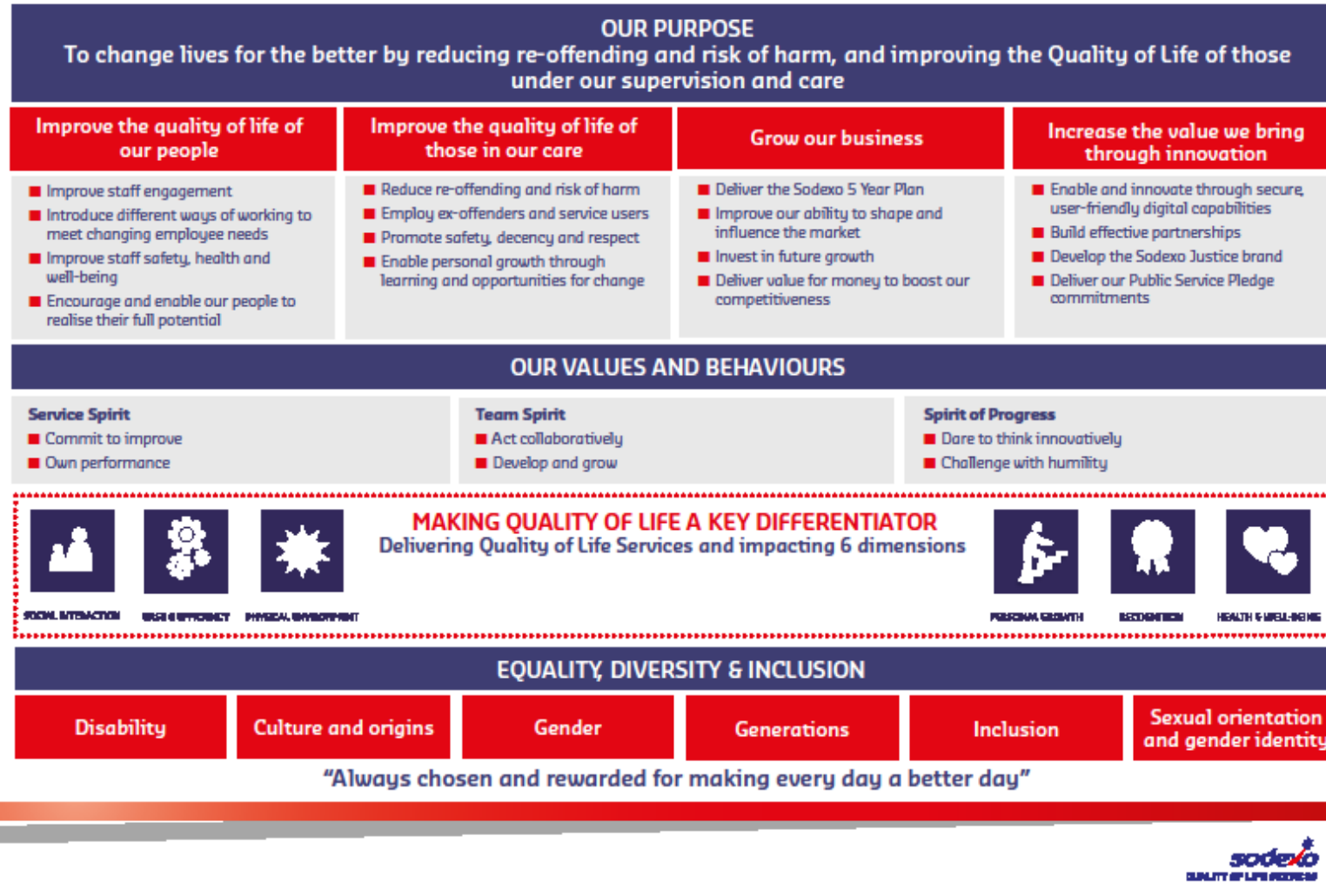
8.3 Key Objectives for 2018-19

| 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