

**WORKING
WITH CONVICTION**
Going above and beyond

WORKING WITH CONVICTION –
Going above and beyond

St GILES TRUST
strategic plan 2013

How St Giles Trust has a once-in-a-lifetime opportunity to reap huge benefits and move confidently into the arena of national charity.

© St GILES TRUST 2013

PREFACE

These are challenging but exciting times. St Giles Trust has a justifiably proud track record for delivering excellence. The next few years will see radical overhauls of the criminal justice system under the Government's Transforming Rehabilitation. If they come about, St Giles Trust will have a once-in-a-lifetime opportunity to reap huge benefits and move confidently into the arena of becoming a national charity.

Such growth is important not for its own sake but to help us transform the lives of those clients who need our support who we cannot currently reach. We already help 16,000 people each year but know for each one of them there are many more in desperate need of the peer-led, credible, committed support for which St Giles Trust is so well-known. We are proud of the work we do in helping those already trapped in the criminal justice system who are then enabled to have a real chance to change.

For some it's a second chance; for many others it's their only chance. However, increasingly, it is our preventative work, guiding those away from the revolving door of offending that is becoming an increasingly important part of our services. For this we receive numerous national awards, supporters at every level; but it is the work we do for those most disengaged and disadvantaged that motivate most our uniquely credible, uniquely passionate and uniquely successful staff and volunteers to go that important 'extra mile' day in, day out for their clients.

It is all too clear to anyone who visits St Giles Trust, that although our most obvious point of difference is our ability to fully utilise the power of someone who has been in our clients shoes, they actually come away understanding that we are a charity who fundamentally and enthusiastically 'reverse cherry picks'. We want and are often the only people willing to work with those that everyone else has given up on, let down or abandoned their responsibilities in any meaningful way. These are the very high complexity clients, who are a huge financial burden on the state and yet clients our staff and volunteers can have the greatest impact on.

Alongside this growth, we wish to preserve and strengthen the essence and ethos which make us who we are. There are a number of key values which provide the starting point to everything we do:

- We are **brave, passionate and determined**
- We will act with **integrity** to foster respect and trust
- We are **open minded**
- We will be **consistent around decisions**
- We will **communicate openly and honestly**
- We will listen to our clients and aim to **continuously improve**
- We will allow all to pursue **personal growth** to aid reintegration into society

We go beyond just listening to our clients – we put them at the centre. Our Peer-led approach of using reformed ex-offenders to provide credible, high quality support will remain the central element to our services as they develop further. It is the crown jewel of what we do and is moving from the niche to the mainstream.

Collaboration and forging effective partnerships with others across all sectors will be key for the future. We know we cannot tackle such a huge and complex problem as re-offending in isolation.

Maintaining our reputation for excellence is vital. This in itself will help drive the growth which will mean so many more of society's most dislocated, excluded individuals have a chance of turning their lives around.

How we plan to achieve this is set out in this document.

CONTENTS

<i>Page</i>	<i>Section</i>
3	Preface
4	Contents
5	1. Who we are Our purpose Our solution
6	2. What we do Who we work with – our client group Our clients' key needs Other needs The range of our services Working with women with convictions Working in partnership
10	3. Our current position Financial The market position Delivery of services
11	4. The big picture
12	5. Strategic goals: measuring growth
14	6. Strategic goals: striving for excellence
15	7. Growth goals
17	8. Growth goals: infrastructure
18	9. Where the income will come from
20	10. Our philosophies
22	11. Going above and beyond – 2013 and onwards

1. WHO WE ARE

Our purpose

We believe strongly that offenders have the power and will to change provided they are given the right support and that offenders themselves can be at the centre of that support. We want to see a society where an offender's capacity to change is recognised and they are given the opportunity and encouragement to turn their lives around. This kind of society will lead to safer communities and help to prevent the next generation from becoming involved in the criminal justice system.

Our solution

Our purpose will best be achieved by placing offenders at the centre of the solution. We have demonstrated through delivery of our services and through the culture of our organisation that employing staff who have first-hand experience of the issues our clients face is highly effective and proven to reduce levels of re-offending.

Our approach to service delivery is underpinned by our Peer Advisor programme. This enables us to recruit and engage with offenders and other adults with convictions to become professionally trained, committed and motivated workers who become agents of change and provide a multiplier effect whereby benefits are gained by both they and their clients.



2. WHAT DO WE DO

Who we work with – our client group

We will continue to work with adults and young people who have had contact with the criminal justice system or are at risk of becoming involved.

More specifically these will include those:

- Offenders serving in prison or in the community
- People with convictions living in the community but still on license
- People with convictions who no longer have contact with the criminal justice system
- Families of offenders
- People at risk of offending

Within the range of services we currently deliver or have a track record of delivering services to the following targeted clients:

- Young offenders particularly those in or at risk of getting involved in gang crime
- Female offenders
- Offenders serving custodial sentences of less than 12 months
- People affected by homelessness or threatened with homelessness (primarily a South London focused activity derived from our historical credentials as a local homelessness agency)

Our clients' key needs

In our previous Strategic Plan "Above and Beyond", we stated our belief that clients have four key needs which should they not be addressed will significantly increase the risk of offending or further re-offending.

Our experience, since this document was produced, suggests that these key needs remain a priority for our services to address.

The key needs are as follows:

A safe place to live – We believe this is the primary need particularly for those offenders leaving custodial sentences. Previous Government reports have already indicated stable accommodation can reduce re-offending by over 20% but homelessness remains a very real barrier to many leaving prison.

Our knowledge and expertise developed over 50 years enables us to continue providing effective housing advice and support and more importantly find people somewhere to live. We have developed a track record for finding solutions, most recently through our Private Rented Sector Team, even in the current economic environment where cuts to public services and changes to welfare benefits have seen a growing reduction in the availability of most types of accommodation.

Further welfare reform including the capping of LHA rates, the introduction of Universal Credit and rising rents in the private rented sector (particularly in London) means that we will continue to face considerable challenges in finding our clients housing which makes it imperative we maintain our expertise and resources to enable us to continue working on solutions for our clients.

Given the importance of stable housing as a factor in desistance from offending it is essential we continue to find solutions to the challenging housing environment we

are likely to face over the next three years. We will need to find ways of accessing affordable, sustainable accommodation and not just in the private rented sector as well as resourcing our staff through training and support to provide the necessary levels of advice and guidance which will steer our clients through their path of desistance.

Something to work for - Our Skills and Employment services have emerged from a challenging economic and commissioning environment in a much stronger position than was the case when our "Above and Beyond" strategic plan was produced. We are now able to offer our clients a package of advice and support which will enable those clients who are some way from the job market to move significantly closer. Despite the fact that the job market has become increasingly competitive our staff are adept at finding solutions and we have established a number of constructive and productive partnerships which have assisted our clients to improve their employability or gain a paid job.

All of this has been achieved without participating in the Work Programme or other statutory contracts which involve inflexible and challenging targets for getting people into work. This has enabled us to establish our Skills and Employment services onto a stable financial footing from which we can continue to expand and improve our offer to clients.

Positive relationships - We believe this continues to be a key strand in establishing and maintaining an offenders' commitment to desistance from criminal activity. It is important our clients have the ability to build and maintain positive relationships not just with their family and friends but also new communities where they are relocated. Further, our clients will engage with specialist support services when they are given the necessary

support through a referral process which enables them to build up trust and confidence in such services.

Although we continue to deliver services which specifically target the families of offenders it has been our understanding of the issues families and other personal support networks face and subsequent application of this learning with other services which has been of importance. Integrating this approach across our services has further enhanced the quality and impact of our work and reinforces the personalised approach we take to working with our clients.

Given our work with young people across a range of services will be a key strand of delivery over the next three years our ability to continue providing expertise and support which encompasses not just the individual client or offender but also their families and support networks will be vital. Successful interventions of this nature will ensure our services remain a vital component of community life through not only enhancing client's desistance from criminal behaviour but encouraging positive interaction with those around them.

Support from someone who's been there - We have continued to employ people with convictions to deliver our services (on average 36% of our paid staff have convictions) and they remain an integral reason why we remain an attractive proposition to clients, commissioners as well as other larger providers particularly in the private sector.

We continue to believe that the best way in which we can deliver our services through employment of people with convictions is through our Peer Advisor programme. Even though we have been running this programme for over 10 years we continue to develop and improve it with the aim of creating a framework

which maximises a Peer Advisors professional development, work experience and hence their employability. In doing this we are also enhancing the quality of our own service delivery as we continue to create highly trained, professional potential employees who bring a passion and credibility above and beyond many of our competitors.

We have continued to develop our Peer Advisor model and it continues to be the key element which underpins both the quality of our overall service delivery models together with our positive public profile for having a different but still effective approach to making an impact in reducing re-offending rates.

The Transformation Rehabilitation programme has been launched by the Government with a commitment to through the gates provision for offenders' particularly young and short-term offenders. Encouragingly this commitment has been accompanied by one extolling the use of ex-offenders to provide such services. This suggests therefore that services such as our Peer Advice together with our Through the Gates type services will be well placed to enable us to negotiate a substantial role within this programme.

Continued delivery and development of our Peer Advisor programme will be essential to our strategic planning over the next three years. In particular, we will need to focus on ensuring the marketing of our programme highlights the quality, transferability and its success in delivering impact.

The diagram on the next page (fig. 1) provides a visual summary of these needs.

Other needs

Although we have identified four key needs we are not neglecting to acknowledge that the clients we work

with face multiple barriers and challenges to leading a crime free lifestyle. Further, each client will face a unique set of challenges which means the advice and support they require needs to be tailored to them as an individual and not a group.

Recognising our clients face a distinct set of barriers means we do not expect our staff to be experts in addressing every need. We have focused on the four key needs as areas our staff need to have specific knowledge and resource to deal with but equally important is our ability to provide staff with the means by which effective signposting and referral into other services can be undertaken. This is often referred to as "providing the glue" particularly for offenders leaving prison and we have demonstrated that this approach can be equally effective.

The range of our services

Providing a tailored approach to working with our clients also means we continue to offer a diverse range of services. However we also believe this diversity contributes to the success of St Giles Trust through an ability to harness and integrate the knowledge and expertise across our delivery models enabling the Trust to continue working towards a coherent and realistic set of aims and objectives.

Working with women with convictions

Although we are not generally perceived as a specialist provider of resettlement services for female offenders we have successfully established both custodial and community based services over the last three years. Our Peer-to-Peer Call centre is now available to female offenders in 4 prisons with more expected to connect over the next three years. Our WIRE service meanwhile has demonstrated its impact in providing resettlement support to female offenders facing a complexity of barriers on release.

Our work with females with convictions is further underpinned by an active staff working group which provides strategic direction to the Trust on this issue. We are committed to continuing our work with female offenders and will continue to seek sustainable funding for this group by developing further a service offer which is sympathetic and responsive to the issues they face.

Working in partnership

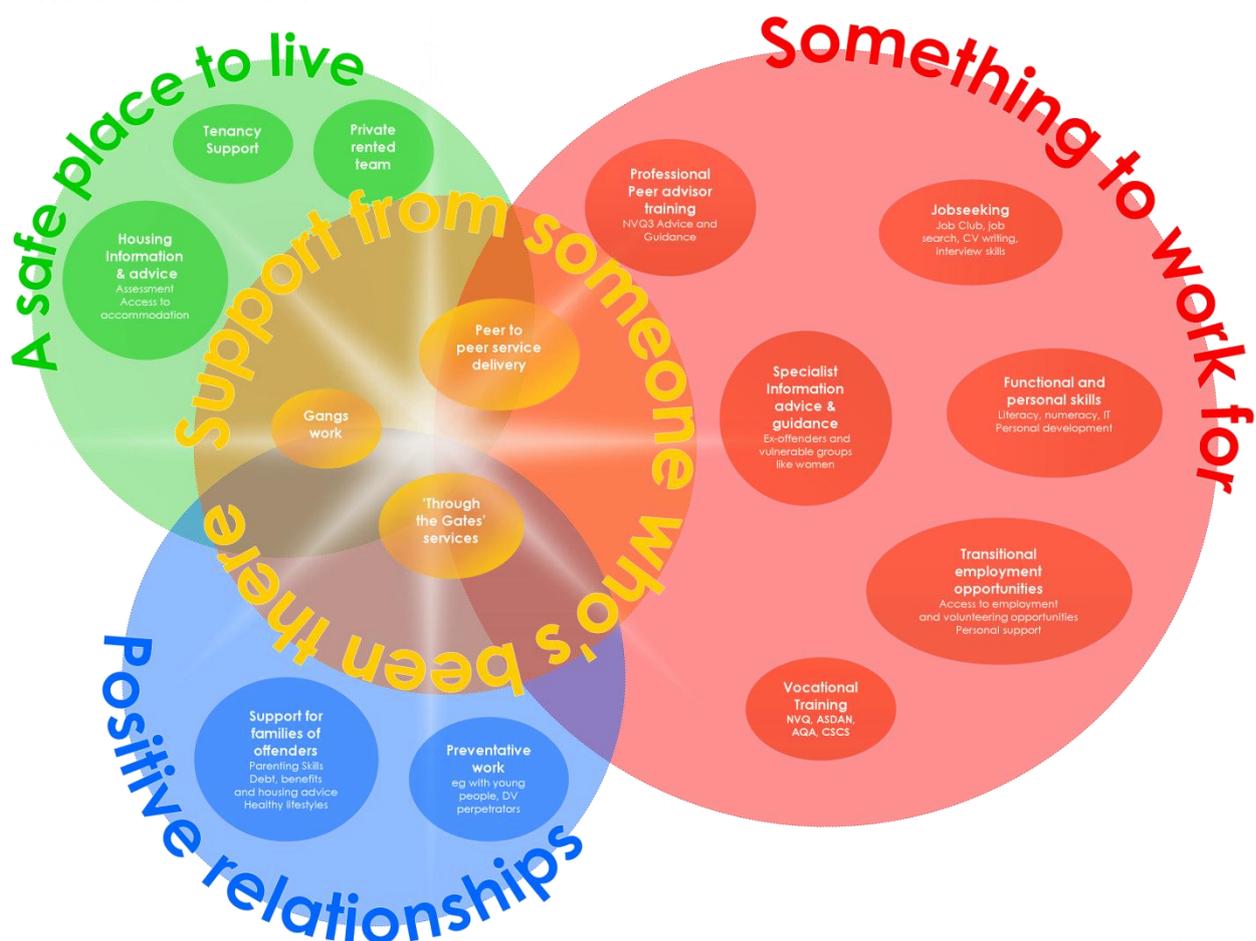
We have identified the need to work in partnership as a key component towards achieving the level of growth set out in this document. Historically, the Trust has always adopted a collaborative approach to working with other agencies and we continue to view collaborative working as the most effective means by which social change can be achieved.

Over the next 3 years we will be looking to build on our growth in Wales and Yorkshire

as well as potentially developing services in new regions. Successful sustainability is likely to be achieved only if we convince local commissioners and stakeholders we have a relevance to their local landscape. We believe this is best achieved by developing strong partnership links with key local agencies. A good current example is our relationship with Gwalia in Wales.

The trend towards statutory agencies commissioning larger and larger contracts means our ability to tender directly for such work will become more challenging. We therefore need to continue building relationships with a range of prime contractors including those from the private sector. Experience has shown that developing exclusive relationships means we are at risk of losing out if we “back the wrong horse”. Entering into relationships with primes will therefore need to be undertaken with caution.

Fig. 1) Visual summary of areas of focus for St Giles Trust services



3. OUR CURRENT POSITION

Financial

Our turnover over the past 3 years has remained consistent between £4.7-4.8 million. It has meant we have not achieved the growth we were targeting through our last strategic plan but given the difficult economic environment where funding cuts have seen many charities struggle we can be pleased with our progress.

The successful fundraising efforts during our 50th anniversary year in 2012 also means we enter the next few years in a relatively stable position with healthier reserves and funding available to enable us to prepare and position ourselves for the potential growth opportunities outlined below.

Our reputation within the housing field and particularly within the homelessness sector in London also remains high. We have developed, over the past two years, a well-respected Private Rented Sector service in which we have developed a pool of private landlords prepared to work with staff in housing our clients across London.

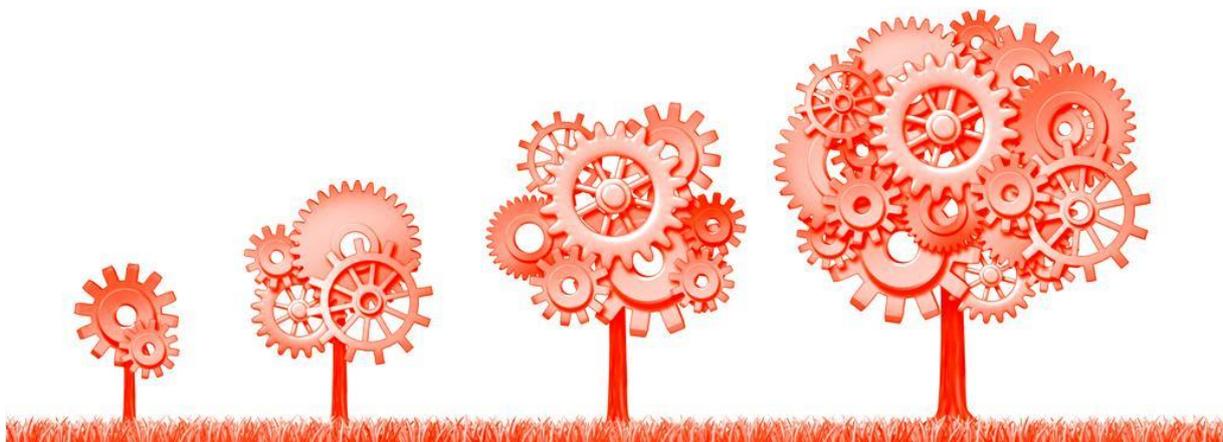
The market position

Over the last 3 years we have continued to build a positive track record for delivering high quality and successful services within the criminal justice sector. Our Peer Advisor programme continues to be highlighted as an example of best practise in regards to peer mentoring services. We are one of only a handful of VCS agencies who have a positive reputation and expertise to deliver resettlement services within a custodial setting. In addition, our SOS project has established itself as one of the key gangs' prevention services in London.

Delivery of services

We have developed a range of services which address the four key needs as described above and these include:

- Peer Advisor training
- Through the gates support
- Gang prevention support
- ETE support
- Children and families of offenders support
- Homelessness Prevention services



4. THE BIG PICTURE

It is already clear that our strategic thinking over the next 3 years will be framed by a number of key initiatives and developments which are highlighted below. Some of these are developments where the impact and implications for St Giles Trust and its clients can be reasonably assumed.

For some of these however, the implications are less clear and readjustment of our strategic thinking maybe needed where initial assumptions do not materialise.

- **Transformation rehabilitation:** This programme aims to outsource much of the Probation service as well as provide a more joined up approach to providing resettlement support for offenders being released from prison. Although delivery of this programme is not forecast to begin until 2015 much of our strategic focus will be on preparing and positioning ourselves to maximise the opportunities this programme may offer. This will be an important programme for St Giles Trust because some of the funding incorporated will include funding we currently receive to deliver prison based housing advice and support. Therefore our focus will be on protecting successful services which have been established in prisons for up to 10 years as well seeking to attain funding for new services in new regions.
- **Police and Crime Commissioners:** A new structure still finding its feet in the criminal justice landscape. Funding previously allocated to local authorities for reducing re-offending will now be allocated by the PCC's and will therefore be an important commissioning body for St Giles Trust
- to know and understand over the next few years.
- **Welfare Reforms and the Localism Act:** The impact of reforms to welfare benefits are already starting to impact on our clients whether it is a tougher sanction based approach to those unwilling to co-operate with jobseeking requirements to the abolition of the Social Fund and its subsequent transfer of responsibility to local authorities. In addition, the Localism act is likely to reinforce the difficulties our clients face in accessing stable or supported accommodation and place further restrictions on the availability of affordable accommodation in the private sector.
- **General election 2015:** Although this is still 2 years away it is fair to say that the prospect of a closely contested election is likely to have an impact on the focus and direction of government policy. In particular there may be a positive change to statutory funding streams seeking to alleviate some of the severity from the most recent cuts to services. This may present us with unexpected opportunities to demonstrate how our services can bring about the desired impact.

5. STRATEGIC GOALS: MEASURING GROWTH

The key measures for achieving growth over the next 3 years are outlined below. We anticipate the means by which we will achieve this growth are likely to be through optimising the potential opportunities afforded by the Transformation Rehabilitation programme. If we are successful, growth will be reflected through expanding our current services in the regions where we already have a footprint together with establishing elements of our services in new regions where previously we had none.

The Trust currently occupies a strong position in the sector both in terms of its profile with commissioners and policymakers and for the quality and impact of its services. Growth will be achieved therefore if we are able to successfully utilise this position to negotiate a significant role within winning bids.

By March 2016:

- We will be working with at least **30,000 clients each year** with approximately **10,000 being provided with intensive casework support.**
- We will have an **annual income of at least £9 million.**
- We will have further developed and maintained **a strong financial surplus** which enables us to continue being a sustainable, ambitious charity able to participate in a commissioning environment where financial risk is expected.

How Growth will be achieved

Successful growth will be reflected through expanding our current services in the regions where we already have a footprint together with establishing elements of our services in new regions where previously we had none.

Given the timescales set out by the Ministry of Justice for the Transformation Rehabilitation achievement of growth targets is unlikely to be achieved until 2015 at the earliest. In the period leading up to the roll out of this programme, the Trust will focus its business planning priorities on maintaining and strengthening its profile and reputation to give ourselves the best possible negotiating position as the tendering process evolves.

To ensure we are best positioned to maximise the opportunities for growth we will continue to pursue approaches which have to date, worked well for the Trust particularly in regards to establishing itself in new regions:

- **Working in partnership** – historically the Trust has always placed importance on working collaboratively with a diverse range of agencies. Forming partnerships and “concordats” with agencies able to add significant value to our own services and thus enable a joint package to be offered to

commissioners significantly greater than that offered as individual agencies will continue to be a priority for the Trust.

- **Take over opportunities** –unlikely to occur very often but an area which the Trust remains open should they arise. The most recent successful example being the handover of FTC's remaining work to the Trust provides a template for potential initiatives particularly if the funding environment for smaller charities remains challenging.

The other key factor in being prepared for the potential growth opportunities outlined in this document will be our ability to respond quickly and effectively should a significant increase in business be achieved in a short space of time. In order to be prepared, the Trust will prioritise ensuring we have the right staffing and management structure together with an infrastructure capable of absorbing the additional demands.

Growth goals not achieved?

We believe that even should we not achieve the level of extended or new business through the Transformation Rehabilitation programme we will maintain our current level of activity and income. This is based on the following assumptions:

- **Our prison HIAS contracts** should continue to be extended until March 2015 on the basis that the funding for these contracts will be included within the Transformation Rehabilitation programme.
- The **gangs prevention work** is likely to continue being delivered at either its current level or be expanded further within London over the next couple of years.
- We **anticipate further funding opportunities** outside of the Transformation Rehabilitation programme in areas such as Wales.
- We are optimistic that the growth of the **Choices programme** and renewed funding for **Peer Advice** will enable the Skills and Employment team to continue expanding particularly outside of London.
- The **current level of reserves and the expected surplus** from 2012/13 combined with continued rigorous financial and performance monitoring will provide a foundation for the next 3 years.

6. STRATEGIC GOALS: STRIVING FOR EXCELLENCE

Growth should come with excellence and quality. We pride ourselves on not only getting results but doing so through the way in which we behave as an employer and through the quality of our services. The table below therefore shows the goals we will seek to achieve, the reasons for setting them and how we will measure our progress.

Objective	Reason	Measures
Continue to set the benchmark for excellence in professional peer service delivery	Demonstrate the value of putting "Someone who's been there" at the centre of services	<ul style="list-style-type: none"> No of Peer Advisors employed in both paid and unpaid positions within the Trust. External validation of our Peer Advice programme in delivering effective services and as an "employment pathway".
Deliver on outcomes and strive to exceed them	Provide reassurance that we can support our public profile and reassure commissioners and prime contractors we are a reliable provider.	<ul style="list-style-type: none"> No of services meeting and exceeding contracted outcomes.
Capture and communicate evidence of excellence	Provide evidence our services are examples of "what works" in reducing re-offending	<ul style="list-style-type: none"> No of projects positively externally evaluated. No of academic studies and other reports in which our services feature. Awards and other external recognition.
Continue to foster and develop the expertise and experience within our staff	To ensure that in a time of cuts to local and public services we are able to provide quality advice and support to our clients.	<ul style="list-style-type: none"> No of staff employed who have accredited L3 Advice and Guidance. No of staff participating in our professional development programme. No of staff participating in Professional Coaching programme. Achievement of MATRIX accreditation across the Trust.
Maintaining the essence of our staff culture	Our ability to operate with a diverse staff grouping with over 30% with convictions is a key strength, offering an effective service delivery model as well as a role model for other employers.	<ul style="list-style-type: none"> The Times Best 100 Not for Profit Organisations to work for ranking maintained. % of staff with convictions employed in paid and unpaid positions.

7. GROWTH GOALS

The growth goals outlined below build on those outlined in our previous strategy “Above and Beyond”. They are intended to show which services we believe will provide a means for us to grow and how this might be achieved.

Objective	How growth will be achieved	Measures
1. Maintain and Develop the “Crown Jewel” of our services – Peer Advisor Training	<p>Continue to develop the programme within a flexible framework which can be delivered in prisons (preferably in tandem with our custodial resettlement services) and in the community.</p> <p>Respond to changing funding regimes to ensure integrity and quality of programme is maintained including delivery of accredited L3 qualification.</p>	<ul style="list-style-type: none"> • No of Peer Advisors starting the programme in prison and in the community. • No of Peer Advisors completing programme • No of Peer Advisors gaining paid employment
2. Continue to develop and deliver our Through the Gates model as the best way of highlighting the strength of our Peer Advisors	<p>Build on success of existing services in London, Wales and Yorkshire.</p> <p>Promote our TTG approach to primes bidding in the Transformation Rehabilitation programme.</p>	<ul style="list-style-type: none"> • % and value of services delivered using this approach. • % of staff employed who have been through Peer Advisor programme.
3. Maintain our position as a key custodial resettlement provider particularly provision of housing advice and support.	<p>Maximise the number of prisons we are working in to strengthen our position for the Transformation Rehabilitation programme.</p> <p>Maintain our current HIAS contracts in prisons.</p>	<ul style="list-style-type: none"> • No of prisons where we deliver resettlement service. • No of prisons where we are delivering housing contracts • No of prisons where Peer Advice is part of custodial resettlement delivery model.
4. Continue to develop and deliver our gangs prevention work .	<p>Maintain existing services across London and expand into further Boroughs.</p> <p>Expand SOS model into areas outside of London</p> <p>Maintain culture and ethos of SOS team.</p>	<ul style="list-style-type: none"> • % and value of services delivered. • % of staff employed having convictions.

<p>5. Continue to develop and deliver our skills, employment and training services</p>	<p>Continue to build on successful delivery models eg Job Club, Choices to create a fully pan-London provision as well as areas outside eg Yorkshire.</p> <p>Maximise opportunities for delivering accredited training through SFA funding including ensuring quality of delivery is maintained through SAR development.</p>	<ul style="list-style-type: none"> • % and value of services delivered. • No of accredited qualifications successfully delivered. • No of hubs delivering ETE services.
<p>6. Be prepared to implement delivery of our services in new regions.</p>	<p>Explore and plan potential new regions where we could launch new services particularly through Transformation Rehabilitation programme.</p> <p>Respond to funding opportunities or invitations where they arise.</p>	<ul style="list-style-type: none"> • % and value of services being delivered in new regions. • No of new regions services being delivered. • % of staff employed who have convictions.
<p>7. Maintain our "Innovation Pipeline"</p>	<p>Continue to develop improved and innovative ways in which we can both deliver our services and ways in which these services could be funded.</p>	<ul style="list-style-type: none"> • % and value of services delivered as new services or pilots. • No of new funding streams or funding approaches.



8. GROWTH GOALS: INFRASTRUCTURE

We have agreed growth goals which will effectively see the organisation double in size and capacity over the next three years. This increase in size will largely be achieved through growth of services outside of London.

This provides our existing infrastructure services two challenges; to ensure it is structured to absorb the general increase in resources required including staffing, IT and facilities; and to adjust the scope and outlook of these services from a

Camberwell-centric to a more national approach. Our Central Services will undergo a re-structure during 2013 and the table below outlines some of the areas which will need to be reviewed and developed over the next 3 years.

Infrastructure objective	Likely actions	Measures
Data Capture – ensuring we have a management information system providing effective recording and reporting functionality combined with the necessary security clearance required for sector	Continued development of our partnership with Meganexus to ensure we optimise the potential functionality of their NEO3 and NEO4 platforms.	<ul style="list-style-type: none"> • Ability to accurately draw down reports on all aspects of service delivery. • All staff using system on default basis as opposed to paper based recording.
Ensuring administrative capacity meets the needs across all teams including timely return of funding claims and reports.	Ongoing review of administrative need across the Trust.	<ul style="list-style-type: none"> • All reports and claims submitted accurately and on time.
Provision of an IT system which enables the Trust to function across all services and regions	<p>Ongoing review of current arrangements.</p> <p>Updating of IT resourcing for staff including consideration of new technolog.</p> <p>Data security policy implemented.</p>	<ul style="list-style-type: none"> • All offices networked with appropriate level of broadband access. • Data security policy fully implemented.
Effective facilities management ensuring all locations adequately resourced and operational.	Regular review of all locations including health and safety and risk assessments.	<ul style="list-style-type: none"> • No of locations which meet required standards for operation.
Ensuring HR resources are sufficient to absorb increase in staffing particularly those with convictions.	<p>Regular review of HR need across the Trust.</p> <p>Regular review of policies and support for staff to maintain an environment which enables staff with convictions are employed and retained.</p>	<ul style="list-style-type: none"> • No of staff employed. • No of volunteers employed • No of staff with convictions employed. • No of staff on Professional Coaching programme.

9. WHERE THE INCOME WILL COME FROM

Current sources of income are likely to remain relatively consistent over the next three years. Some adjustment may need to be made to take into account likely ongoing cuts to public funding. However we have been relatively fortunate not to have seen any really dramatic cuts to our statutory delivery. We do offer the current 56 or so statutory funders exceptional value for money as well as getting excellent results through our ability to really engage with their often most complex clients.

The table on the next page sets out in order of likelihood where our income will be derived and how much it will contribute towards achieving goals targets. The table also indicates whether this funding will be sourced directly from the commissioner or through partnership/sub-contracting arrangements.

There are two significant new pillars of growth; Firstly the much heralded Transformation Rehabilitation programme. Secondly, the new funding pillar to emerge is our ability to attract large Corporate support for some of our more preventative work.

The quality of our work, the impact it has, and the new sense that all of us within society, especially amongst the more enlightened of corporates, has a role in helping those most disadvantaged get back on their feet. Over the next three years we see our Corporate support being a key driver of our increased ability to deliver even more services to even more clients.



Source of income	Contribution to growth	Likelihood
NOMS (Transformation Rehabilitation Programme)	Potentially the main source of income for achieving growth.	Medium – high
NOMS (Prison HIAS)	Although not formally confirmed funding likely to continue up until launch of Transformation Rehabilitation programme.	High
Police and Crime Commissioners	Community safety funding particularly for gangs has been allocated to the PCC's and full potential yet to be achieved either directly awarded or through partnerships.	High
Charitable Trusts	Income likely to remain stable although we will need to be careful to satisfy funders we are not supporting private companies to make profits. Awarded directly	High
Big Lottery Fund	Currently we have two projects funded by BIF with further applications in the pipeline. Recognised that this is an income stream we can make greater use of either through direct applications or in partnership.	High
Corporate philanthropy	Considered to be another growth area. Going into 2013/14 this will account for 25% of income and expected to rise primarily as a direct source.	High
Skills Funding Agency	Currently our main source of income to deliver accredited training and received through our membership of London Learning Consortium. Likely to continue at current levels for next 12 months at least	High
Social investment	Currently received via the SIB at Peterborough but with the expansion of funding via PBR this is likely to increase.	Medium - High
Source of income	Contribution to growth	Likelihood
NOMS (Transformation Rehabilitation Programme)	Potentially the main source of income for achieving growth.	Medium – high
NOMS (Prison HIAS)	Although not formally confirmed funding likely to continue up until launch of Transformation Rehabilitation programme.	High
Police and Crime Commissioners	Community safety funding particularly for gangs has been allocated to the PCC's and full potential yet to be achieved either directly awarded or through partnerships.	High

10. OUR PHILOSOPHIES

The long-term vision and strategic goals guide our planning and decision making. But, just as importantly, so do our philosophies. Philosophies run deeper than values.

We have a unique set of philosophies about the way we treat our clients, what's important to us as a team and the way we deliver our services.

They are the reasons why the best people come to work for us and we are able to deliver excellent services. If we keep these at the heart of our day to day actions and decisions, we will grow by "doing the right thing" whilst staying true to the values that are important to us.

Client philosophy

We give practical support to tackle our clients' immediate needs, like finding a safe place to live. We support them to move on by building positive relationships, finding out what it will really take to turn things around.

We don't judge our clients. We accept that people make mistakes and believe that everyone deserves a second chance (and that there can be more than one of those).

Our clients trust us because we keep our promises. Time and time again, they tell us that they really appreciate that we do what we say we will.

We have realistic expectations and high aspirations. For most of our clients, getting a job is a realistic aspiration. They may not be ready for it just yet, but we will support them to work towards it.

We are committed to developing clients who want to work for us because we want to give others the opportunity to benefit from the experience of someone who's been there themselves.

Team philosophy

The people who work and volunteer for St Giles Trust have to be 100% committed to our vision and our client philosophy.

We recruit first and foremost on attitude and aptitude which means we have a vibrant, diverse team with a rich mix of skills and experience. We ask people to respect each other, learn from each other and support each other.

Professionalism and passion run through the organisation, from the frontline to the backroom. The quality of our work depends on the expertise and creativity of our team and their commitment to finding real solutions to complex problems.

We are an organisation of doers. We know that sometimes our clients need us to listen and sometimes they need us to act. We will always go the extra mile to get results.

Because so many of our clients go on to work and volunteer for us, we are surrounded by agents of change who are the living proof that what we do works. We grow people who have firsthand experience of the issues, not because it is a good thing to do, but because it makes our services more credible to our clients and because it gets results.

Services philosophy

Our services are led by the needs of our clients and what they tell us will work. They are focused on housing, employability and positive relationships.

We will recognise when we need to work in partnership with others to meet these needs or different needs better.

When we work with offenders, we will always advocate strongly for a service based on our "Through the Gates" model, where we assess a client's needs in prison, meet them at the gates on release and support their immediate and ongoing resettlement. We do this because it is proven to work.

We challenge our team to find ways of doing things differently and over-deliver. Not just to tick the box but to go above and beyond and get extraordinary results. We work in this way because you can't carry on doing the same things and expecting different results. We aim to develop genuinely innovative services from the ground-up.

We want our services to be famous for their results so we can provide evidence that changes mainstream thinking about reducing reoffending and influences others to commission, fund and deliver excellent services.



11. Going above and beyond – 2013 and onwards

There has never been a greater need for our award-winning, life-changing services.

St Giles Trust has a fantastic reputation for delivering results for its clients, day in day out, by highly credible, highly motivated, well trained staff and volunteers.

We salute you all for your daily endeavours and achievements. Your work means there are thousands fewer needless future victims of crime. Every life turned around is a huge triumph for society.

The fact that we, despite being a small charity, achieve so much and are able to punch way beyond our weight can make us all proud of our track record.

Strategic plans set out a clearly articulated idea of what our hopes and aspirations are over the next three years. We are an ambitious and brave charity, because we deserve to be successful. We have a very strong track record in our field. We have clients at the centre of our work and we

make every penny count in helping those most in need in our society.

But this only happens because of our staff and volunteers, so it is to you that I say on behalf of the clients you have helped, our funders, society as a whole and the savings you make to the hard pressed tax payer - thank you.



Rob Owen
Chief Executive, St Giles Trust

