



WOMEN'S BREAKOUT

Strategic Plan and Delivery Plan 2011- 2014

Women's Community Services - a "distinct, radically different, visibly-led, strategic, proportionate, holistic, women-centred (and) integrated" approach.

Introduction

The aim of Women's Breakout is to support vulnerable women to take control of their lives and make good choices based on improved opportunities.

Women's Breakout exists to shape national approaches to working with women who are known to, or at risk of becoming known to, the Criminal Justice System and give voice to women-centred community-based provision in order that we can contribute to the development of a Criminal Justice System that addresses offending behaviour and the causes of offending behaviour, and does not unnecessarily damage the health and family life of women offenders; a Criminal Justice System that supports women and recognises the value of community alternatives to custody and seeks to intervene early to prevent women from entering into criminal behaviour; a Criminal Justice System that seeks to repair and rebuild; a Criminal Justice System that supports a fair and equitable society.

Women's Breakout will have an active and central role in shaping strategy, policy and practice around the agenda for women in the Criminal Justice System. Women's Breakout seeks the integration of Women's Community Services into mainstream rehabilitation provision, thereby contributing to a significant reduction of the number of women in custody. We will do this by representing and supporting women-centred community-based provision which works, where appropriate, to divert women from custody and offers women community alternatives to, and routes out of, the Criminal Justice System.

Women's Breakout provides a point of contact for consultation for a wide range of statutory and voluntary sector organisations interested in researching and evaluating the Women's Community Project model of working.

Background

Women's Breakout, formerly Women's Centre Forum was established in 2008 as an informal network to build the capacity of those women's community services that had been funded through the government's Diverting Women from Crime programme.

The aim and function of the Women's Centre Forum was to develop a shared identity for third sector community-based organisations working with women who were in contact, or at risk of coming into contact with, the Criminal Justice System. Early work focussed on providing networking and training opportunities for Women's Community Services, and enabling information sharing between projects; in establishing the credibility of the Women's Community Services approach at a regional and national level; and in developing a legitimate voice speaking on behalf of the community projects and the women engaged in those projects.

The number of organisations in the sector grew rapidly when funding became available through the Women's Diversionary Fund and in September 2010 there were in excess of fifty projects following this approach to diverting women from custody. However, if the

focus was going to move from a project approach to a mainstream approach, the development of a strategic, influential message and voice needed to catch up with the expansion of the direct service provision. In May 2010 a successful application to the Women's Diversionary Fund brought resources to build the capacity of the Forum.

In September 2010 Women's Centre Forum produced its first Development Plan, and in early 2011 Women's Centre Forum was rebranded and became Women's Breakout.

Women's Breakout links with over fifty five front line service organisations, including organisations providing specialist support. While providing direct support to its core membership remains a priority, Women's Breakout seeks to support all voluntary organisations to work more effectively with women known to the Criminal Justice System.

Vision

The vision of Women's Breakout is to see Women's Community Services integrated into mainstream rehabilitation provision across England and Wales, thereby contributing to a significant reduction in the number of women in custody and a reduction in the number of women coming into contact with the Criminal Justice System.

Women with multiple and complex needs living in England and Wales will have access to Women's Community Services and will be empowered to increase their capacity to take responsibility for themselves and their families and to make positive life changes.

Values

Women's Breakout promotes women-centred solutions, working holistically to empower women to take control of their lives and make good life choices. We work to address the causes and risk factors associated with offending behaviour.

Women's Breakout is underpinned by four core values:

- **Focused** – working collaboratively with women
- **Interconnected** – multi agency working to provide a complete service
- **Innovative** – challenging expectations and delivering real change
- **Safe** – accessible and empowering places and processes

Women's Breakout promotes women-centred solutions, and to deliver on this we work in a spirit of collaboration and mutual support with individuals, organisations and across sectors

Women's Breakout recognises the importance of partnership solutions on this agenda and seeks to contribute to national and regional partnerships, and to support member organisations to engage effectively in relevant local partnerships.

The Women's Community Services Sector

Women's Community Services bring a unique approach to supporting women with complex and multiple problems. They offer holistic, women-centred interventions that are focussed on supporting women to make good choices that will improve their lives. They empower women to take control of their lives.

Women's Community Services are concerned to look more broadly at the reasons and circumstances that can lead women to the point where they are in custody and at risk of harming themselves. As such, Women's Community Services are uniquely placed to articulate the experiences and concerns of women caught up in the Criminal Justice System, and to ensure that those seldom-heard voices are heard and listened to by policy makers and commissioners.

Women's Breakout provides voice and infrastructure support to approximately fifty Women's Community Services providing supportive community diversion from crime and custody. This emerging sector has grown from original women's pathfinder projects and we anticipate that membership will continue to rise as the sector develops.

The organisations that constitute Women's Breakout have long-standing experience and knowledge of offender management and rehabilitation. Many have delivered services commissioned by local prisons and probation for many years and are familiar with partnership arrangements and have worked closely with partners to develop gender specific practice to reduce reoffending.

Since the launch of the first projects in 2007, significant numbers of women have been referred to Women's Community Services, the majority of referrals coming from Probation. Overall, 38% of women accessing support from Women's Community Services are currently involved with the criminal justice system¹; and 11% of women are referred to Women's Community Services as part of an Order (i.e. women specific caution, community orders).

Ministry of Justice statistics gathered from Women's Community Services data show that almost half of the women referred to the projects have needs in more than 4 areas: 48% have drug or alcohol problems, 40% have experienced domestic violence, sexual abuse or rape; 8% of women are involved in prostitution.

52% of the women engaging with projects have children.

More than half of the women (1,125) who have accessed Women's Community Services provision have consistently engaged with projects for longer than 3 months.

¹ This figure includes women with a 'live' offence or sentence; women who have outstanding offences, i.e. where women have been charged by are waiting for a court appearance; those who have been sentenced and are serving a community order, paying a fine as well as women who have been recently released from custody and are on licence

Strategic Aims

Three strategic aims were set out in the Women's Centre Forum Strategic Plan 2010 – 2013. These are:

- 1 To provide a credible voice for the Women's Community Project sector; shaping policy, practice, funding and strategy for women in contact with, or at risk of coming into contact with, the Criminal Justice System.
- 2 To support the development and sustainability of the Women's Community Project sector.
- 3 To continuously improve and maintain a high standard in the quality of services in the Women's Community Project sector; sharing learning and fostering innovation.

These Strategic Aims have been developed and refined through further discussion in the sector, and through developing applications for further resources. The attached Delivery Plan has been framed around the following strategic aims:

- 1 Infrastructure, representation and voice:
To provide a credible, influential voice for the Women's Community Project sector
- 2 Communication and Partnership:
To promote a consistent, informed message in strategic and partnership arenas in local, regional, national, European and international settings; and across the wider gender agenda.
- 3 Capacity building, quality and equality
To support the development and sustainability of the Women's Community Project Sector by improving and demonstrating a high standard in the quality of services in the Women's Community Project sector and by sharing learning and fostering innovation.

This Delivery Plan has been prepared to take forward the 3 Year Strategic Plan and to support delivery against the requirements of the funders of Women's Breakout.

Five big agendas

However, Women's Community Services are well placed to make a significant contribution to five big national agendas:

- Criminal Justice
- Equality
- Health and well-being
- Children and safeguarding
- Team around the Family (Place)

Women's Breakout and the Women's Community Services have made in-roads into the strategic arenas for the first three of these agendas.

The Government Green Paper 'Breaking the Cycle' signalled the intention to invest in services that promote diversion from the Criminal Justice System for those identified as having mental health problems, the likely expansion of restorative justice and the commitment to open up a competitive market in which the voluntary sector plays a key role as a provider of services. There was also considerable emphasis in the Green Paper on reducing the use of custody for less serious offenders, and strengthening community sentences.

Further, the expansion of local, multi-agency Integrated Offender Management Schemes provides an opportunity for Women's Community Services to provide services that contribute a gender specific approach for women, thereby contributing to positive impacts for children and families, and communities.

As this Delivery Plan is taken forward, we will seek to extend and maintain our relationships and influence on these three agendas, and we will seek to develop our engagement on the other two agendas at a strategic level.

Women's Breakout will seek opportunities to contribute to the 16 local areas operating 'Community Budget' pilots. These pilots provide a single 'local bank account' to tackle problems around families with complex needs. The aim is to achieve early intervention and increased 'joined-up' working between key agencies by bringing funding streams and budgets together. Women's Community Services have a contribution to make by working in partnerships that offer a holistic approach to families with multiple problems.

Financial Resources 2011-2014

This Strategic Plan and Delivery Plan is supported by funding from three sources as follows:

Women's Diversionary Fund
Ministry of Justice
Government Equalities Office

A priority for this Delivery Plan will be to seek to secure future funding for the Women's Community Services Sector, and for infrastructure support.

Governance

Women's Breakout is on a journey to becoming an independent organisation.

Women's Breakout is currently hosted by one of the member organisations – WomenCentre, Calderdale and Kirklees. Governance rests with the Board of Directors of WomenCentre, with this Board holding overall responsibility for legal and financial

accountability with executive responsibility delegated to the Chief Executive Officer of WomenCentre.

Women's Breakout currently has a Steering Group and a consultative forum.

The Steering Group is chaired by the Chief Executive Officer of WomenCentre and other members are drawn from Women's Breakout membership and from partner organisations. The Steering Group meets on a monthly basis, and is responsible for approving the Strategic Plan and monitoring progress against that plan. The Steering Group will also consider and agree the future governance arrangements for Women's Breakout

The consultative forum meets every quarter, and its membership includes service managers of more than fifty projects which provide a range of services and support to women, offering them routes out of or away from the criminal justice system.

Options for future governance of Women's Breakout are under consideration and will be the subject of consultation with the wider membership; and it is anticipated that the organisation will move to a different model of governance in this financial year. A number of options have been set out in a discussion paper 'Women's Breakout; Options for Governance', and they include:

- Women's Breakout to remain under the Governance of WomenCentre
- Women's Breakout to be hosted by another member organisation
- Women's Breakout to be hosted by an organisation outside of the forum, perhaps a second tier or infrastructure support body
- Women's Breakout to become a registered charity
- Women's Breakout to become a social enterprise

As Women's Breakout progresses towards the model of governance that best suits its purpose and membership, an interim position will be adopted that sets out, in a Memorandum of Understanding, the partnership arrangements for Women's Community Services. This Memorandum of Understanding will establish an Executive Board that will provide the framework to broaden the membership and access a wide range of relevant knowledge, skills and experience.

Operational responsibility for delivery of the Strategic Plan lies with the Director of Women's Breakout. The Director will implement the delivery plan by co-ordinating the input of Women's Community Services, and by deploying staff and consultants to achieve the outcomes. The Director will provide monthly progress reports to the Steering Group and quarterly progress review meetings will be held with the Chair of the Steering Group. Progress will be monitored against the activity and milestones set out in the Delivery Plan.

Staff Structure

Women's Breakout has a Director (Full Time), a Development and Communications Officer (30 hours) and administrative support (10 hours). The employing organisation is WomenCentre. WomenCentre holds the *Investors in People* Quality Standard and uses recognised performance management tools to assure quality.

The Chair of the Steering Group conducts monthly supervision and performance management meetings with the Director, and the Director line manages staff and supervises the work of consultants.

The Chair will conduct evaluation through seeking structured feedback from stakeholders at the end of the third quarter of each year. This data will be reported to members of the Steering Group, the wider Women's Breakout membership and other stakeholders, including funders and service users.

Addressing equality and inclusion

Women's Breakout has a clear mission to ensure equality for women in criminal justice processes. While women form a minority of offenders overall and a tiny minority (5%) of the prison population, structural inequality results in gender inequality at every level of the justice system.

Women's Breakout recognises the wider equality context that must be considered in order to address the needs of all women. There are disproportionate numbers of Black women in custody (27%) and many from a diverse range of ethnic groups and nationalities. Lesbian and bi-sexual women, women with disabilities, young women and women of specific faiths or cultures may all require specialist support to engage with services. A key strategic aim of Women's Breakout is to equip members to respond appropriately to the diverse needs of service users so that greater equality of outcomes can be achieved.

As part of its overall approach to developing high quality services, Women's Breakout will develop and implement an Inclusion and Equality Strategy, a set of Equality Standards and a range of good practice guidance. These will form one aspect of an overall Quality Framework.

SUMMARY OF THE DELIVERY PLAN 2011- 2014

Strategic Aims	Objectives	Key activities
<p>1 Infrastructure, representation and voice To provide a credible, influential voice for the Women's Community Project sector</p>	<p>1. To ensure effective and accountable representation through national strategic work, and through local strategic engagement with commissioners and decision-makers</p>	<ul style="list-style-type: none"> i. Capturing and representing the views of member organisations and service users through a variety of mechanisms. ii. Ensuring that the views of member organisations inform national strategic work iii. Supporting member organisations to engage strategically with local criminal justice, health and local authority commissioners and decision-makers at a local level iv. Raising profile and sharing the approach of the women's community criminal justice alternatives with a wider national and international audience
	<p>2. To demonstrate the impact of women's community services and promotion of outcomes achieved by member organisations</p>	<ul style="list-style-type: none"> i. Raising awareness of the Women's Breakout agenda ii. Developing an evidence base demonstrating the impact of women's community services and identifying 'what works with women' iii. Promoting the reducing reoffending outcomes achieved by member organisations.
	<p>3. To promote the impact of policy and commissioning changes on member organisations</p>	<ul style="list-style-type: none"> i. identifying barriers and solutions to enabling greater participation by voluntary organisations in work to prevent offending and reduce reoffending by women
	<p>4. To promote the service user voice and increase engagement of service users.</p>	<ul style="list-style-type: none"> i. Providing support to members organisations to ensure that service user views are captured and shared ii. Increasing and enhancing level of service user representation and voice at local level. iii. Commissioning service users to assist in the design of training that can be provided to statutory, voluntary and private sector agencies to help them to effectively meet the gendered needs of women in the CJS.
	<p>5. To develop Women's Breakout as an independent, influential organisation</p>	<ul style="list-style-type: none"> i. Clarifying and securing agreement on governance arrangements for Women's Breakout ii. Maintain and extend our funding base, in order to deliver an effective role on behalf of our members

		<ul style="list-style-type: none"> iii. Monitoring and evaluating the delivery of outcomes in this work plan, sharing learning and designing and implementing an exit strategy iv. Ensuring that Women’s Breakout maintains productive working relationships with funders and commissioners at national and local level v. Extending the membership of Women’s Breakout, including broadening its reach and identifying other organisations working to reduce reoffending that may benefit from infrastructure support.
<p>2. Communication and Partnership To promote a consistent, informed message in strategic and partnership arenas in local, regional, national, European and international settings; and across the wider gender agenda.</p>	<p>6. To devise and implement a robust communication strategy that facilitates active participation in national, local and regional strategic forums relevant to social inclusion and criminal justice with the purpose of promoting the need for gender specific service provision to prevent offending and reduce reoffending by women.</p>	<ul style="list-style-type: none"> i. Developing and implementing a communications strategy for Women’s Breakout ii. Developing links with national and local print and broadcast media to raise public awareness of the issues relevant to women and the criminal justice system.
	<p>7. To identify opportunities for partnerships and joint working at local and national level</p>	<ul style="list-style-type: none"> i. Liaising with other national infrastructure support organisations so that opportunities for partnerships and joint working at local and national level can be identified. ii. Supporting organisations in a locality to form bidding consortia iii. Building co-ordinated training and development offers
	<p>8. To capture and disseminate examples of good practice in addressing the needs of diverse groups of women service users so that voluntary organisations working with offenders can adopt their methods leading to improved approaches.</p>	<ul style="list-style-type: none"> i. Member organisations contributing to a full picture of good practice, effective delivery, and journey mapping. ii. Learning from the experience of others
<p>3. Capacity building, quality and equality To support the development and sustainability of the Women’s Community Project Sector by improving and demonstrating a high standard in the quality of</p>	<p>9. To work with members to build sustainability in a context of change</p>	<ul style="list-style-type: none"> i. Supporting the development of key systems to be used by WCPs for evaluation, case-management and monitoring ii. Developing a quality standard and set minimum standards for organizations working with women offenders and women at risk of offending iii. Providing support and advice in relation to new funding and delivery opportunities, having particular regard to payment by results models, social finance and social enterprise opportunities.

services in this sector, and by sharing learning and fostering innovation.		<ul style="list-style-type: none"> iv. Developing and delivering ongoing training and support to organizations working with women offenders and women at risk of offending v. Support members to develop the most effective way to develop their impact assessment and to develop their financial systems and presentations to bid for contracts within the new commissioning and payment by result environment
	10. To ensure that members of Women's Breakout are equipped to respond appropriately to the diverse needs of service users so that greater equality of outcomes can be achieved	<ul style="list-style-type: none"> i. Providing training and development support to members to ensure that women's ethnicity, faith based, sexual orientation and cultural needs can be effectively addressed. ii. Providing tailored support for WCPs working specifically with women from BAME groups and/or offering faith based services to access specialist services, and develop links and pathways to specialist support agencies.

DETAILED DELIVERY PLAN 2011 - 2014

STRATEGIC AIM 1

To provide a credible, influential voice for the Women's Community Project sector (Infrastructure, representation and voice)

Objectives:

- To ensure effective and accountable representation through national strategic work, and through local strategic engagement with commissioners and decision-makers
- To demonstrate the impact of women's community services and promotion of outcomes achieved by member organisations
- To promote the impact of policy and commissioning changes on member organisations
- To promote the service user voice and increase engagement of service users.
- To develop Women's Breakout as an independent, influential organisation

Objective 1: To ensure effective and accountable representation through national strategic work, and through local strategic engagement with commissioners and decision-makers

We will do this by:

- Capturing and representing the views of member organisations and service users through a variety of mechanisms.
- Ensuring that the views of member organisations inform national strategic work
- Supporting member organisations to engage strategically with local criminal justice, health and local authority commissioners and decision-makers at a local level
- Raise profile and share the approach of the women's community criminal justice alternatives with a wider national and international audience

Key activities	Deliverables	When	Report
Capture and represent the views of member organisations and service users	a. Launch an online communication forum.	May 2011	MOJ
	b. Engage members to share their views	Mar 2012	MOJ

	c. Use Survey Monkey to elicit views on specific subjects, and provide quarterly reports to feedback	Quarterly from Sept	MOJ
	d. Three themed seminars organized, and an evaluation report completed	Mar 2012	MOJ
	e. Seminars evaluated	Mar 2012	MOJ
Ensure that the views and achievements of member organisations inform national strategic work	a. Respond to relevant Government consultations	On-going	MOJ
	b. Attend Third Sector Reducing Reoffending Advisory Group, and make a specialist input on addressing womens' needs.	Quarterly	MOJ
	c. Establish formal mechanism for consultation with MoJ Women's Policy Team	June 2011	MOJ
	d. Forward relevant information to NOMS Regional or Area SPOCS for Women		MOJ
	e. Provide an evidenced, refined, informed view of service users to shape national policy <ul style="list-style-type: none"> - Revise communications strategy - Design an outcome model - Use agreed outcome model across member organisations 	2012/13 2012/13 2013/14	MOJ
	f. Establish a Task and Finish Group to organize the annual conference, with membership from WCP's	July 2011	MOJ
	g. Stage National, high profile event	Mar 2012	
Support member organisations to engage strategically with decision-makers at a local level	a. Identify 30 WCPs to engage with relevant local authority structures and establish strategic relationships with policy makers at local level	July 2011 Dec 2011	MOJ
Raise profile and share the approach of the women's community criminal justice alternatives with a wider national and international audience	a. Meetings held with Women's Equality leads including parliamentary and other champions.	Sep 2011	GEO
	b. Report results from collaboration (a)	Oct 2012	GEO
	c. Explore strategic links on health and well being, children and safeguarding; and the place agenda	Dec 2011	
	d. Develop links with the European agenda to improve situation for women and their children in prisons.	Oct 2011	GEO
	e. Report on results (c)	Jan 2013	GEO
	f. Develop international section within the Women's Breakout knowledge hub.	Oct 2011	GEO
	g. Support partnership links between WB members and NGOs and other partners abroad	Jan 2012	GEO
	h. Submit articles and reports to international journals and knowledge communities concerned with women in the CJS.	Mar 2012	GEO
	i. Attend and present at/ and or host an international conference	Jan 2012	GEO
	j. Conference report and feedback	April 2012	GEO

Objective 2: To demonstrate the impact of women’s community services and promotion of outcomes achieved by member organisations.

We will do this by:

- Raising awareness of the Women’s Breakout agenda
- Developing an evidence base demonstrating the impact of women’s community services and identifying ‘what works with women’
- Promoting the reducing reoffending outcomes achieved by member organisations.

Key activities	Deliverables	When	Report
Raise awareness of the Women’s Breakout agenda	a. Electronic bulletins to publicise the work of the WCPs to relevant agencies in the public, private and voluntary sectors	Quarterly	MOJ
	b. Light Lunch publication targeted with items on women published at least once a month	Weekly	MOJ
	c. Hosted online forum discussions	Weekly	MOJ
	d. Disseminate case studies, impact reports and key messages	Mar 2013	GEO
Develop an evidence base demonstrating the impact of women’s community services	a. Provide members with technical advice on demonstrating impact and providing evidence of outcomes	Mar 2011	MOJ
	e. Provide four briefings on impact evaluation and give technical support to member organisations to enable them to effectively collect, analyse and report monitoring data.	July and Oct 2011	MOJ
	f. Devise national common assessment and evaluation framework which will allow for consistent measurement of outcomes	Mar 2012	MOJ
	g. Test (f) and implement recommendations for improvement	Feb 2013	GEO
	h. Adoption across member organizations of the framework	Mar 2013	MOJ
	i. Secure funding to commission impact evaluations (local and national) - Two funding bids for evaluation to be submitted - Funding secured to commission evaluation - Evaluation reports available for dissemination	July 2011 Feb 2012	MOJ
	j. Put in place a partnership to carry out academic research into the impact of the WCPs - Identify and approach three relevant academic partners to carry out research and evaluation - 2 funding bids submitted - Publish report	June 2011 Sep 2011 Feb 2012	MOJ
Promote the reducing reoffending	a. Identify ‘what works with women’ and disseminate this information widely.		MOJ

outcomes achieved by member organisations.	- to commissioners through the publication of reports - to inform policy making and service design		
	b. National Conference - Planning underway - Conference	July 2011 Mar 2012	MOJ

Objective 3: To promote the impact of policy and commissioning changes on member organisations.

We will do this by:

- identifying barriers and solutions to enabling greater participation by voluntary organisations in work to prevent offending and reduce reoffending by women

Key activities	Deliverables	When	Report
Identify barriers and solutions to enabling greater participation by voluntary organisations in work to prevent offending and reduce reoffending by women	a. Member consultation to identify barriers to increased participation in work to prevent offending and reduce reoffending by women - Workshop - Report of findings. - Report published and disseminated locally and nationally	May 2011 Oct 2011 Dec 2011	MOJ

Objective 4: To promote the service user voice and increase engagement of service users.

We will do this by:

- Providing support to members organisations to ensure that service user views are captured and shared
- Increasing and enhancing level of service user representation and voice at local level.
- Commissioning service users to assist in the design of training that can be provided to statutory, voluntary and private sector agencies to help them to effectively meet the gendered needs of women in the CJS.

Key activities	Deliverables	When	Report
Provide support to members	a. Network with relevant service user organisations, including User Voice and Unlock to share	May 2011	MOJ

organisations to ensure that service user views are captured and shared	information and learning on good practice.		
	Briefings for member organisations on mechanisms for promoting service user engagement	Quarterly	MOJ
	Carry out a national service user survey and report on findings. <ul style="list-style-type: none"> - Service user survey designed and conducted - Findings from service users published and available for use - Voices of women service users in at least two service user networks 	Sept 2011 Oct 2011 Mar 2012	MOJ
Increase and enhance level of service user representation and voice at local level.			MOJ
Commission service users to assist in the design of training that can be provided to statutory, voluntary and private sector agencies to help them to effectively meet the gendered needs of women in the CJS.	a. Develop partnership with other user led organisations to produce materials to promote the needs of women in CJS	June 2012	MOJ
	b. Develop training package <ul style="list-style-type: none"> - Deliver training to 45 participants and evaluate impact. - Analyse training evaluations and produce report of findings 	Oct 2012 Mar 2012	MOJ
<p>Objective 5: To develop Women's Breakout as an independent, influential organisation</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Clarifying and securing agreement on governance arrangements for Women's Breakout • Maintain and extend our funding base, in order to deliver an effective role on behalf of our members • Monitoring and evaluating the delivery of outcomes in this work plan, sharing learning and designing and implementing an exit strategy • Ensuring that Women's Breakout maintains productive working relationships with funders and commissioners at national and local level • Extending the membership of Women's Breakout, including broadening its reach and identifying other organisations working to reduce reoffending that may benefit from infrastructure support. 			
Key activities	Deliverables	When	Report
Clarify and secure agreement on governance arrangements for Women's Breakout	<ul style="list-style-type: none"> a. Steering Group meeting monthly and elections b. Quarterly Women's Breakout meetings c. Draft governance paper to Steering Group d. Consultation with Women's Breakout membership e. Governance arrangements agreed 	Sep 2011 Quarterly June 2011 July 2011 Aug 2011	

	f. Implementation	Dec 2011	
Maintain and extend our funding base, in order to deliver an effective role on behalf of our members	a. Pursue opportunities to secure future funding for the Women's Community Project Sector, and for infrastructure support b. Work to secure wider routes to financial sustainability, collaborating with funders to develop a strategic approach to funding that will enhance the development of provision across England and Wales.	On-going	
Monitoring and evaluating the delivery of outcomes in this work plan, sharing learning and designing and implementing an exit strategy	a. Evaluation Questionnaires produced and distributed. b. Evaluation findings analysed c. Annual report for 2012-13 published d. Overall project report setting out achievements from April 2011 to March 2014 produced.	Dec 2012 Jan 2013 April 2013 Mar 2014	MOJ GEO
	e. Quarterly reports and evaluation feedback are collated and used as basis for annual evaluation report setting out how Women's Breakout is achieving the outcomes in this delivery plan.		MOJ
	f. Design and implement exit strategy		MOJ
Ensure that Women's Breakout maintains productive working relationships with funders and commissioners at national and local level.	a. Support members to maintain relationships with probation trusts and prisons to ensure that existing partnership arrangements are sustained and new partnerships developed.		MOJ
	b. Continue to develop pioneering work with local authorities and other local commissioners, such as that being led by WomenCentre in Calderdale and Kirklees to have services for women offenders and those at risk of offending commissioned as part of a <i>total place</i> approach.		MOJ
	c. Provide tailored support as and when necessary		MOJ
	d. Continue on-going strategic work with the Corston Coalition of Independent Funders. This will be through governance structures or via some other formal route.		MOJ
	e. Monitor developments in <i>Total Place</i> type commissioning whereby pooled budgets are being used to commission services for women offenders and those at risk of offending.		MOJ
Extend the membership of Women's Breakout, including broadening its reach and identifying other organisations working to reduce reoffending that may benefit from infrastructure support.	a. Liaise with other organisations outside the forum eg the Coalition for Racial Justice UK, the Black Training and Enterprise Group and the wider Women's Sector		GEO

STRATEGIC AIM 2

To promote a consistent, informed message in strategic and partnership arenas in local, regional, national, European and international settings; and across

the wider gender agenda. (Communication and Partnership)

Objectives:

- To devise and implement a robust communication strategy that facilitates active participation in national, local and regional strategic forums relevant to social inclusion and criminal justice with the purpose of promoting the need for gender specific service provision to prevent offending and reduce reoffending by women.
- To identify opportunities for partnerships and joint working at local and national level
- To capture and disseminate examples of good practice in addressing the needs of diverse groups of women service users so that voluntary organisations working with offenders can adopt their methods leading to improved approaches.

Objective 6: To devise and implement a robust communication strategy that facilitates active participation in national, local and regional strategic forums relevant to social inclusion and criminal justice with the purpose of promoting the need for gender specific service provision to prevent offending and reduce reoffending by women.

We will do this by:

- Developing and implementing a communications strategy for Women’s Breakout
- Developing links with national and local print and broadcast media to raise public awareness of the issues relevant to women and the criminal justice system.

Key activities	Deliverables	When	Report
Develop and implement a communications strategy for Women’s Breakout	a. Write and publish a communication strategy <ul style="list-style-type: none"> - First draft - Consultation on draft - Final strategy - Implement - Review - Evaluate 	May 2011 June 2011 Sep 2011 Mar 2012 Mar 2013 Mar 2014	MOJ
	b. Contribute to GEO Newsletter, as invited by GEO	Mar 2013	GEO
	c. Contribute to professional magazines and journals, produce a DVD and provide presentations to key audiences within the CJS and other relevant parties.	Feb 2011	GEO

	d. Develop WB Website	June 2011	
	e. Host the online Directory of Services for Women Offenders (Homeless Link) on the Women's Breakout web site	July 2011	
	f. Incorporate functions currently provided by Huddle into Website	July 2011	
Develop links with national and local print and broadcast media to raise public awareness of the issues relevant to women and the criminal justice system.	a. Secure opportunities for news stories, comment, features and articles to raise public awareness of the issues relevant to women and the criminal justice system.	On-going	MOJ
	b. Media toolkit produced and workshop held by December 2011		

Objective 7: To identify opportunities for partnerships and joint working at local and national level.

We will do this by:

- Liaising with other national infrastructure support organisations so that opportunities for partnerships and joint working at local and national level can be identified.
- Supporting organisations in a locality to form bidding consortia.
- Building co-ordinated training and development offers

Key activities	Deliverables	When	Report
Liaise with other national infrastructure support organisations so that opportunities for partnerships and joint working at local and national level can be identified.	a. Identify partners that could work together locally or nationally and assist them to collaborate effectively		MOJ
	b. Develop links with Women's Resource Centre and Fawcett Society.	Sep 2011	GEO
	c. Attendance at Third Sector Reducing Reoffending Advisory Group and on the Women's Justice Taskforce.		
	d. Work collaboratively with GEO on shared agendas and activities	Dec 2011	GEO
	e. Report results from collaboration (c)	Oct 2012	GEO
	f. Link with Health and Criminal Justice, Home Office and Department of Health and Department for Education to link Women's Breakout with women's approaches to mental health prevention, drugs and alcohol programmes, violence against women and early intervention strategies and activity.	Oct 2011	GEO
	g. Report outcomes of engagement in (e)	Mar 2013 Mar 2014	

Support organisations in a locality to form bidding consortia.	a. Develop 2 partnerships or consortia and submit bids as a consortia	Dec 2011 Mar 2013	MOJ
	b. 2 further partnership or consortia bids submitted	Dec 2012	MOJ
	c. Evidence of consortia delivering services.	from April 2013	MOJ
To build co-ordinated training and development offers	a. To meet with Clinks, Action for Prisoner Families, Women's Resource Centre, ACEVO and NAVCA to establish areas of mutuality and to build coordinated training and development offers for women's sector organisations.	Sep 2011	GEO
	b. To map existing capacity building and training offers of direct relevance to WB members.	Sep 2011	GEO
	c. To link members to WB training and that of other providers through the WB website.	On-going	GEO
	d. To promote the WB training offer of good practice for women offenders within community settings to other VCS organisations through partner websites and newsletters.	Oct 2011	GEO
	e. Feedback report on training and capacity building offer	Mar 2013	GEO
<p>Objective 8: To capture and disseminate examples of good practice in addressing the needs of diverse groups of women service users so that voluntary organisations working with offenders can adopt their methods leading to improved approaches.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Member organisations contributing to a full picture of good practice, effective delivery, and journey mapping. • Learning from the experience of others 			
Key activities	Deliverables	When	Report
Member organisations contribute to a full picture of good practice, effective delivery, and journey mapping	a. Examples of good practice are identified and shared through e-bulletins, seminars, training events and conferences	On-going	MOJ
	b. National conference	Mar 2012	MOJ
Learning from the experience of others	c. Make contact with Northern-Ireland-based Women's Service Network (WSN) which supports the community based women's sector.		

STRATEGIC AIM 3

To support the development and sustainability of the Women's Community Project Sector by improving and demonstrating a high standard in the quality of services in the Women's Community Project sector and by sharing learning and fostering innovation. (Capacity building, quality and equality)

Objectives:

- **To work with members to build sustainability in a context of change**
- **To ensure that members of Women's Breakout are equipped to respond appropriately to the diverse needs of service users so that greater equality of outcomes can be achieved.**

Objective 9: To work with members to build sustainability in a context of change.

We will do this by:

- Supporting the development of key systems to be used by WCPs for evaluation, case-management and monitoring
- Developing a quality standard and set minimum standards for organizations working with women offenders and women at risk of offending
- Providing support and advice in relation to new funding and delivery opportunities, having particular regard to payment by results models, social finance and social enterprise opportunities.
- Developing and delivering ongoing training and support to organizations working with women offenders and women at risk of offending
- Support members to develop the most effective way to develop their impact assessment and to develop their financial systems and presentations to bid for contracts within the new commissioning and payment by result environment

Key activities	Deliverables	When	Report
Support the development of key systems to be used by WCPs for evaluation, case-management and monitoring	a. Establish a Task and Finish Group to identify best practice among Women's Breakout members b. Develop minimum standards for data collection and reporting on outcomes c. Report to Steering Group and other arenas on performance	May 2011	MOJ GEO
Develop a quality standard and set minimum standards for organizations working with women offenders and women at risk of offending	a. Prepare a brief for the development of a quality standard mark in order to clearly set out the WCPs approach and ensure that services are appropriate and co-ordinated to meet the profiled needs of local women b. Commission the service and manage the work to successful completion.	Sep 2011 Dec 2011	MOJ GEO

Provide support and advice in relation to new funding and delivery opportunities, having particular regard to payment by results models, social finance and social enterprise opportunities.	a. Provide timely information and briefings to members on new commissioning arrangements	Quarterly	MOJ
	b. Sign-post members to funding opportunities		MOJ
	c. Promote MoJ Guide to Women's Community Services to all relevant users	July 2011	
Develop and deliver ongoing training and support to organizations working with women offenders and women at risk of offending	a. Undertake audit of performance management, monitoring and evaluation and financial capability across WB members.	Sep 2011	GEO
	b. Work with NOMS and other commissioners and funders to establish clarity on competence requirements and preferred presentation.	Sep 2011	GEO
	c. Develop standards of competence for WB members	Sep 2011	GEO
	d. Develop, deliver and promote training packages and pathways together in liaison with other infrastructure organisations.	July 2011	GEO
	e. Interim training and development evaluation	Dec 2012	GEO
	f. Provide tailored support for BAME, faith-based and community organisations		
	g. Establish mentoring programme between WB members to support those with higher skills/competence deficits.	May 2011	GEO
	h. To develop links of communication with chairs of governing bodies across WB membership.	June 2011	GEO
	i. To host awareness raising and development events for trustees of WB member organisation.	Mar 2012	GEO
	j. To link trustees with development and training opportunities offered by infrastructure partners.		GEO
	k. Develop an area on the website dedicated to Trustee information and communication.	Aug 2011	GEO
Support members to develop the most effective way to develop their impact assessment and to develop their financial systems and presentations to bid for contracts within the new commissioning and payment by result environment.	a. Provide training and consultancy support to members to help them to produce high quality bids and tenders and negotiate contracts	June and November	MOJ
	b. Provide support and advice in relation to new funding and delivery opportunities, having particular regard to payment by results models, social finance and social enterprise opportunities.		
	c. Develop close partnership work with Clinks and other key infrastructure bodies and also through direct work with commissioners, procurement teams and potential primes to develop tailored support for its members in terms of financial capability and clarifying fundamentals of good financial practice including budget presentation and management of multiple funding streams		
b. Run a minimum of two peer support events focussing on payment by results and social investment models	June and Sept	MOJ	
c. Establish a number of <i>Action Learning Sets</i> to assist WBM in tendering for contracts and providing evidence of impact.	Mar 2013	MOJ	

Objective 10: To ensure that members of Women’s Breakout are equipped to respond appropriately to the diverse needs of service users so that greater equality of outcomes can be achieved.

We will do this by:

- Providing training and development support to members to ensure that women’s ethnicity, faith based, sexual orientation and cultural needs can be effectively addressed.
- Providing tailored support for WCPs working specifically with women from BAME groups and/or offering faith based services to access specialist services, and develop links and pathways to specialist support agencies.

Key activities	Deliverables	When	Report
Provide training and development support to members to ensure that women’s ethnicity, faith based, sexual orientation and cultural needs can be effectively addressed.	a. Develop and implement an Inclusion and Equality Strategy and a set of Equality Standards that address how Women’s Breakout will support organisations working specifically with women from BME groups and/or offering faith based services	Sept 2011	MOJ
	d. Review (a)	April 2012	MOJ
	e. Run a workshop for organisations working specifically with women from BME groups and/or offering faith based services to identify particular support needs.	June 2011	MOJ
	f. Establish 10 ‘buddying’ arrangements to provide support, drawing on partners with specialist knowledge, eg,. Jagonari, Asian Women’s Resource Centre.	December 2011	MOJ
	g. Establish a further 5 ‘buddying’ arrangements	Dec 2012	MOJ
	h. Disseminate the findings from Clinks sponsored Tackling Race Inequalities Fund (TRIF) research exploring the resettlement needs of offenders from BAME groups.	First Quarterly bulletin	MOJ
	i. Subscribe to the Lemos and Crane BME Network (a resource for improved practice in relation to race issues) and provide access to all Women’s Breakout members	April 2011 April 2012 April 2013	MOJ
	h. Run workshops addressing specific areas of inequality (to be decided by WBM)	June and Oct 2012	MOJ
	i. Identify and disseminate relevant research evidence and resources exploring the needs of women offenders from BAME groups.	Quarterly e bulletins	MOJ
	j. Address specific representational, engagement and capacity building needs of organisations providing specialist advocacy services for women from BAME groups and specialist services for foreign national women in prison.		MOJ

<p>Provide tailored support for WCPs working specifically with women from BAME groups and/or offering faith based services to access specialist services, and develop links and pathways to specialist support agencies.</p>	<p>a. Carry out an evaluation exercise to identify how effective Women's Breakout has been in providing tailored support that meets the needs of organisations working specifically with women from BAME groups or facing other disadvantages.</p>		
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Risk analysis

Risk:	Failure to secure the additional funding required to cover all costs in Year's 1, 2 & 3.
Mitigation:	Additional support for Director to be funded to assist with membership fee structure and funding applications.
Risk:	Failure to deliver growth and development of Women's Breakout
Mitigation:	Appoint Director with appropriate skills, knowledge and strategic experience; use performance management and appraisal tools; harness and reimburse where necessary the expertise of champions to identify and respond to funding opportunities.
Risk:	Failure to effectively manage project and adhere to collective purpose
Mitigation:	Develop and facilitate clear decision-making processes and strong governance structures.
Risk:	Failure to support members to develop and sustain high-quality services
Mitigation:	Develop a Quality Standards Framework for members and provide direct support to individual organisations with applying for funds.
Risk:	Lack of confidence in members that their voice will be heard
Mitigation:	Develop membership criteria, rights, responsibilities and benefits of membership; develop formal structures for internal communication.
Risk:	Lack of credibility with internal and external stakeholders
Mitigation:	Appoint Director with strong leadership skills; employ staff with local, regional and national knowledge/contacts; provide reimbursed support from internal and external champions to support credibility and engagement and to develop efficient organisational functioning through the development and implementation of appropriate policies/procedures; develop internal and external communication strategies; engage in strategic activity to influence policy