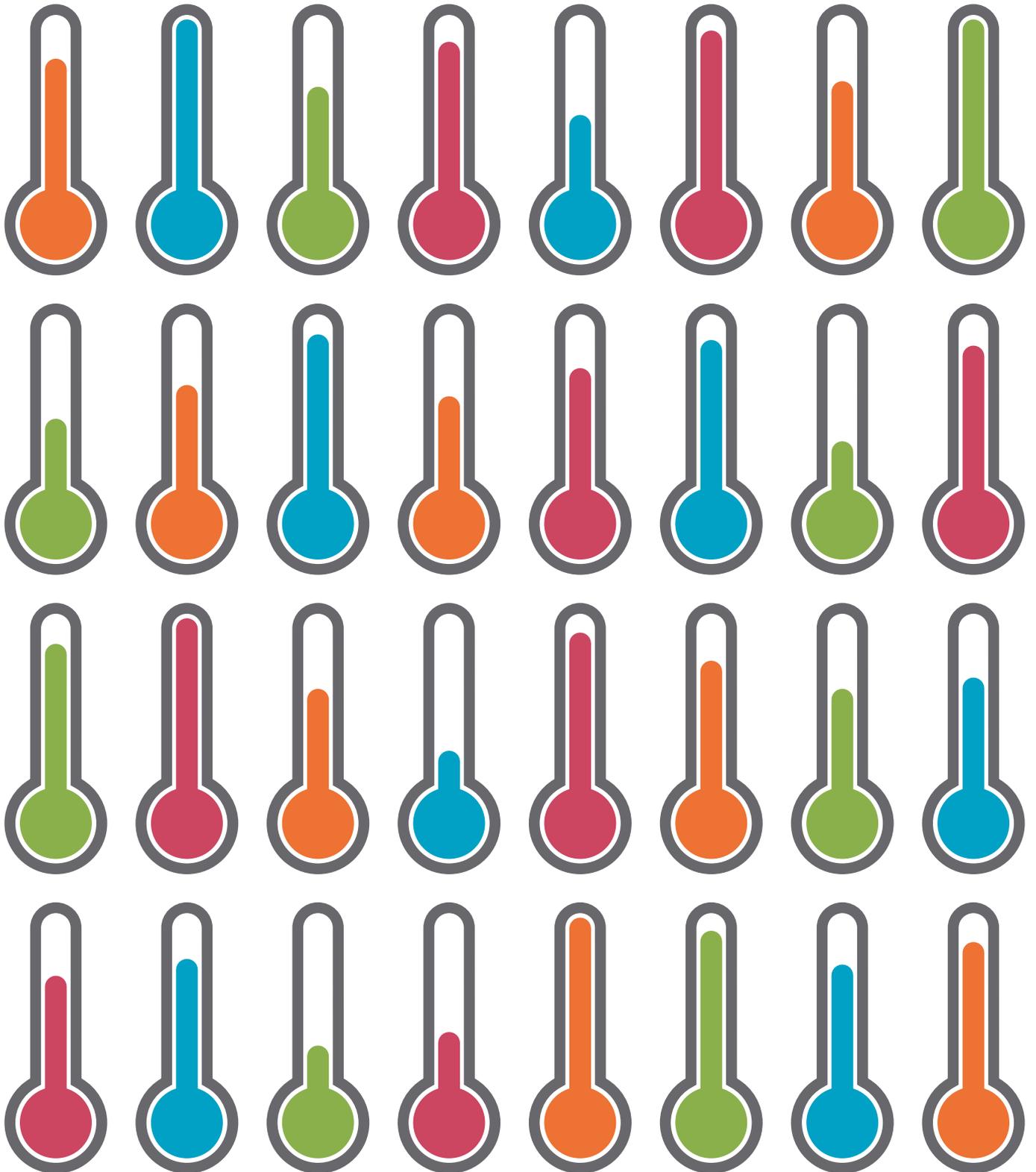


TAKE YOUR TEMPERATURE

A BRIEF ORGANISATIONAL HEALTH CHECK

For Voluntary, Community and Social Enterprise organisations working in criminal justice



CLINKS

supporting voluntary organisations that
work with offenders and their families

Take your temperature: a brief organisational health check was developed for Clinks by RZ Hankins Consultancy and Social Justice Solutions.

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TAKE YOUR TEMPERATURE

Take your temperature is an easy-to-use tool to help you to assess organisational strengths and weaknesses in the context of a rapidly changing funding landscape and to flag up areas that require development. It helps you to pin-point the things you might consider doing to improve your organisation's health and sustainability, rather than offer guidance about how to do things. It can also be used to brief any external consultant or support organisation that you engage to address development priorities.

WHO CAN USE THIS TOOL?

The health check has been designed especially for Clinks Members and other organisations working in the field of criminal justice. The tool is probably most suited to organisations that have a turnover above £100,000. This implies a governance and management base that is robust enough to be considering development work to diversify income streams and, within that, perhaps thinking about tendering for contracts.

The health check is not aimed at small organisations run entirely by volunteers or having only one or two paid staff. Development support for these types of organisations can be sourced through your local body.

HOW DOES IT WORK?

In using the tool, you will be guided to think through various aspects of your organisation's 'health', so you can improve its future sustainability by building on your strengths and clearly identifying any development needs.

You can work through as many or as few of the sections as you wish. These are colour-coded in sections (see page 4).

The tool is simple to use – just put a tick in the boxes next to as many statements as apply to you in each section. You can use the Notes space below each box

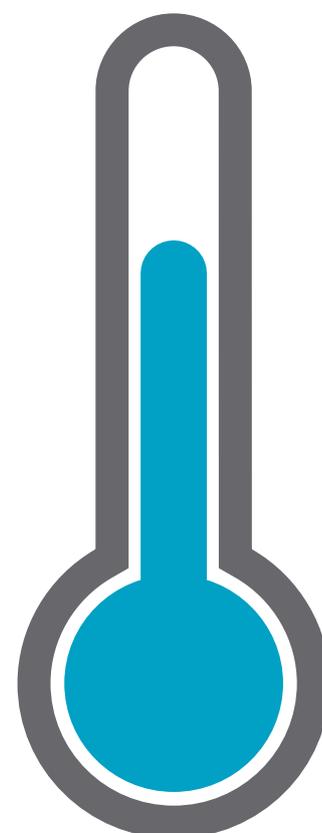
beneath to add any other issues relevant to the general heading, or to go into more detail about items you have ticked – as an aide mémoire for discussion with your colleagues, Board or a third party such as a consultant or local support organisation.

At the end of each section, the tool draws some conclusions for you to consider, based on your responses. However, you will also be able to see at a glance the areas that require attention as you go along. The process will also highlight your strengths and reveal where your organisation is doing well.

When you have completed the tool, you will be able to see which areas would most benefit from improvement. You can prioritise the areas for development that you want to address first. The completed health check can then be used to brief a consultant or local support agency, or form the basis of work you will do internally to strengthen your organisation.

Following any development work your organisation undertakes you could revisit the health check to measure your progress and note any positive changes.

Please see the final page for more information about what you can do next, including where to identify support and free resources and asking Clinks to help identify appropriate consultants.

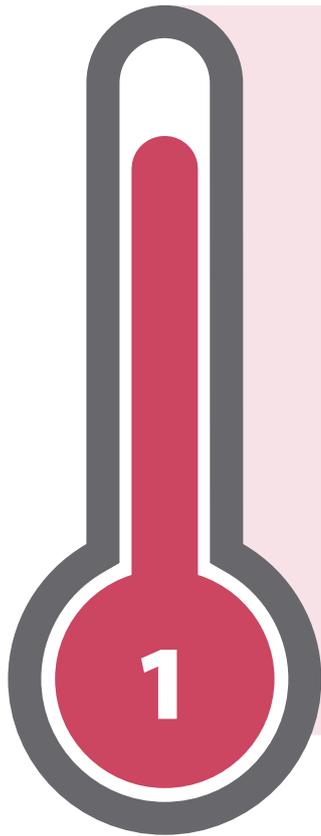


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HEALTH CHECK





How well we meet national and local priorities to reduce reoffending and encourage desistance from crime

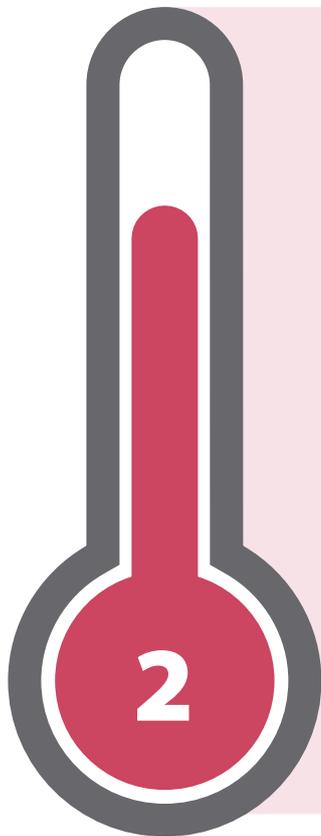
TICK ALL THAT APPLY

| | | |
|---|--|--------------------------|
| 1 | Our services are sometimes accessed by offenders and/or their families, or victims, but we don't specifically aim to reduce reoffending or encourage desistance and collect no data relevant to this. | <input type="checkbox"/> |
| 2 | We believe that our services may make it less likely that people will offend again and we do aim to encourage desistance but we have only anecdotal evidence of this. | <input type="checkbox"/> |
| 3 | We work with offenders who are in prison or under probation supervision and we collect some data which enables us to show how we help people desist from crime, but we cannot produce robust evidence of reducing reoffending. | <input type="checkbox"/> |
| 4 | We work primarily with offenders and are focused on making it less likely that our service users will re-offend. We measure specific outcomes and collect a range of evidence that shows how we meet government priorities of reducing reoffending and promoting desistance. | <input type="checkbox"/> |

Notes

✓ CHECK YOUR TEMPERATURE...

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Our culture and values

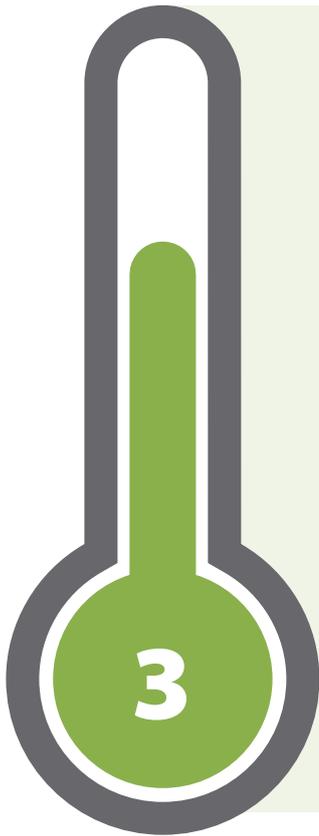
TICK ALL THAT APPLY

| | | |
|---|---|--------------------------|
| 1 | We prefer to provide services to offenders where they can attend voluntarily, not as part of a sentence plan, community order, or terms of licence. | <input type="checkbox"/> |
| 2 | We do not want to share information or report back to statutory Criminal Justice System (CJS) agencies on whether offenders attended our service or not. | <input type="checkbox"/> |
| 3 | We have not been involved enough with criminal justice to have an opinion on non-voluntary services or information sharing protocols. | <input type="checkbox"/> |
| 4 | We are happy to share information with CJS agencies in line with agreed protocols, but prefer to run voluntary programmes rather than our services being part of sentence plans or mandatory services that need to be completed. | <input type="checkbox"/> |
| 5 | We engage fully with the criminal justice agenda and have no problem working alongside or being contracted by CJS agencies to provide services linked to enforcement, where we have to provide regular reports on offenders' attendance and progress. | <input type="checkbox"/> |

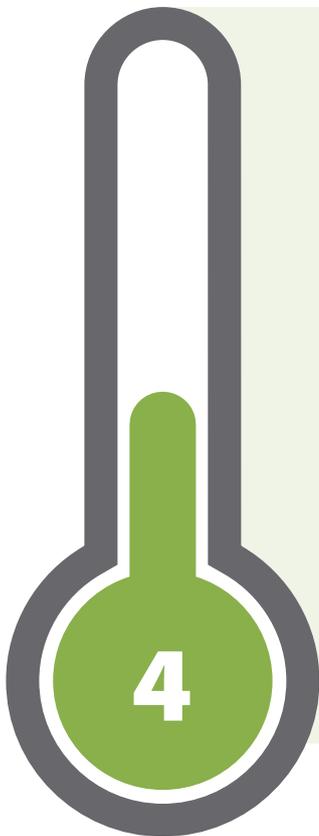
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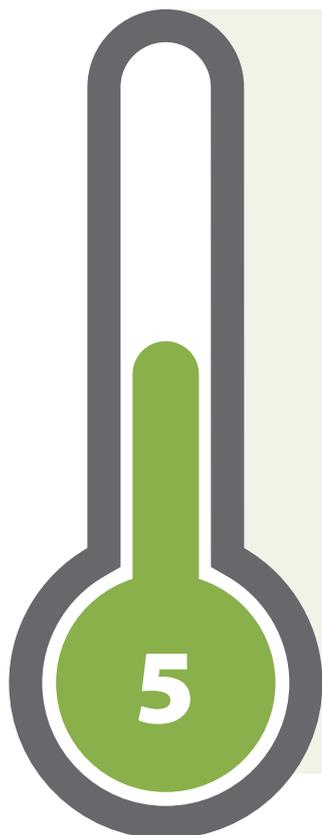
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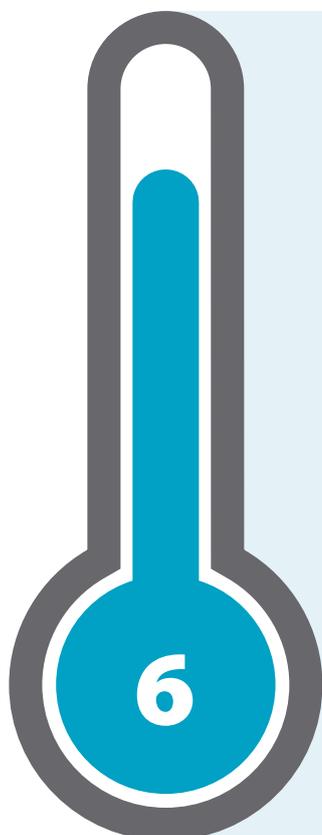
| Income | | TICK ALL THAT APPLY |
|-----------------------------|---|--------------------------|
| 1 | We currently rely on one or two sources for all our funding, and worry about what would happen if/when these cease. | <input type="checkbox"/> |
| 2 | Our income for the current financial year is secure but we have several grants/contracts due to end next year. | <input type="checkbox"/> |
| 3 | Funding for much of our work is secure. However, we know that many of our service users are involved in criminal justice but we receive no direct funding from CJS agencies – it's all funded by grants/contracts from non CJS sources. | <input type="checkbox"/> |
| 4 | We have contracts from local authorities, NHS and some statutory CJS bodies to provide services that overlap with or broadly fit the criminal justice agenda. | <input type="checkbox"/> |
| 5 | A significant proportion of our total annual income (grants and contracts) is from CJS agencies such as prisons, probation, police, police and crime commissioner, MoJ with some other departmental and non-government funding. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 13 |



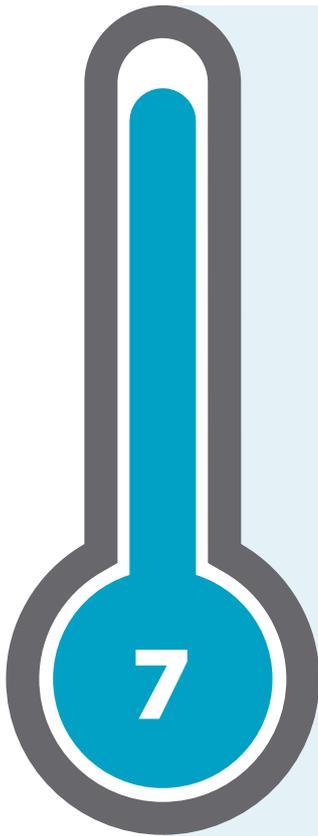
| Costing our services | | TICK ALL THAT APPLY |
|-----------------------------|---|--------------------------|
| 1 | We put all our income from different sources into one 'pot' and the expenditure for all our various services comes out of it so we don't know how much each of our separate services actually costs to run. | <input type="checkbox"/> |
| 2 | We need to develop more robust financial procedures and/or undertake more accurate costing of our services. | <input type="checkbox"/> |
| 3 | We have one overall budget and our next step is to develop separate project cost centres/budgets. | <input type="checkbox"/> |
| 4 | We have 'cost centres' for each of our services, and know how much income and expenditure is associated with each service. We include a proportion of overheads in each one (full cost recovery). | <input type="checkbox"/> |
| 5 | We know our 'unit costs' per user/session/day of our various criminal justice services. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 13 |



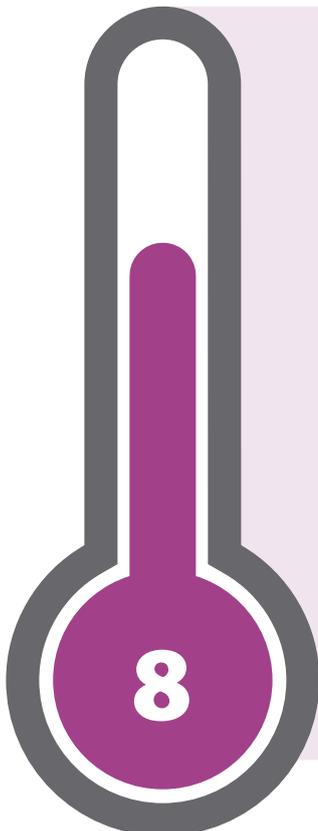
| Fundraising | | TICK ALL THAT APPLY |
|-----------------------------|---|--------------------------|
| 1 | We pretty much rely on a single source of grant funding. | <input type="checkbox"/> |
| 2 | We have some grant funding but many of our recent applications have been unsuccessful. | <input type="checkbox"/> |
| 3 | We are reasonably successful at obtaining grants, and are now considering fundraising from donations or corporate giving to diversify our income. | <input type="checkbox"/> |
| 4 | We've got some funding sources to apply to, but would like help writing the applications and/or in reviewing our drafts before we submit them. | <input type="checkbox"/> |
| 5 | We have got a fundraising strategy and are pretty successful at bringing in grants. We could now consider bidding for contracts. | <input type="checkbox"/> |
| 6 | We have a strong mix of grants and contracts and are working on ideas for social enterprise and earned income streams. | <input type="checkbox"/> |
| Notes | | |
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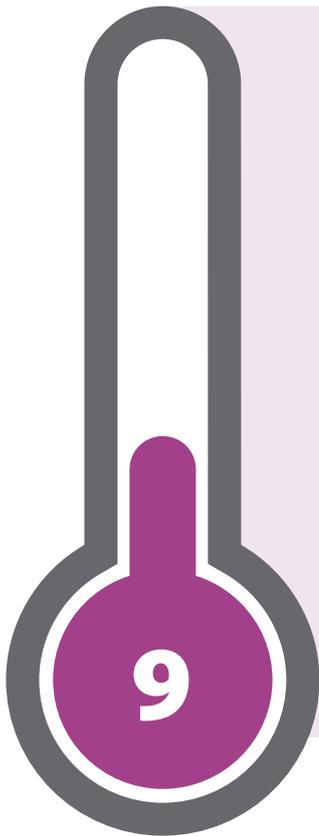
| Monitoring our work | | TICK ALL THAT APPLY |
|-----------------------------|---|--------------------------|
| 1 | We don't really keep written or computerised records of the work we do, how much time we spend with each user or how many activities they take part in. | <input type="checkbox"/> |
| 2 | We do routine monitoring reports for our funders (grant or contracts) which mostly show how many users we've worked with and how many sessions we put on (outputs). | <input type="checkbox"/> |
| 3 | We have records that show exactly how many individuals use our services, how often and what services they receive each time. (outputs). We record some outcomes but not in a consistent way. | <input type="checkbox"/> |
| 4 | We routinely collect data on both outputs and outcomes – the results of our monitoring feed in to our costing, planning and/or HR requirements, as well as enabling us to demonstrate what we achieve to funders/commissioners. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 13 |



| Evaluating outcomes and the impact of our work | | TICK ALL THAT APPLY |
|--|--|--------------------------|
| 1 | We are not sure what kinds of evidence based practice the CJS agencies are interested in (local ones and/or NOMS) and we don't have much hard evidence (other than anecdotal) that our work reduces reoffending. | <input type="checkbox"/> |
| 2 | We are reasonably able to measure our impact on factors that are likely to contribute to reduced reoffending rates e.g. abstinence from drugs/alcohol, securing employment, stable accommodation, improved family circumstances, improved finances etc. However, we don't currently monitor re-convictions. | <input type="checkbox"/> |
| 3 | We use a variety of methods to provide evidence of impact on reducing the risk of reoffending. This includes both quantitative and qualitative data collection and analysis. We can compare the 'baseline' of an individual's 'starting point' with how well they progress in achieving their own chosen outcomes. We have good records to back this up. We also collect some re-conviction data but this is variable. | <input type="checkbox"/> |
| 4 | We do most of the above and we are able to track some service users following exit from our service. This enables us to demonstrate reduced levels of reoffending using re-conviction data. | <input type="checkbox"/> |
| 5 | We do most of the above and have had an external evaluation of our services. Evaluation to date shows that we are able to demonstrate a positive impact on reoffending rates and we can provide research evidence of this using the methodologies required by NOMS. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 13 |



| New ways of working: partnerships and consortia | | TICK ALL THAT APPLY |
|---|--|--------------------------|
| 1 | We prefer to work on our own and don't see the advantage of forming a partnership or joining a consortium. | <input type="checkbox"/> |
| 2 | We like the idea of working in partnership/consortia with other organisations rather than competing with them, but are unsure about the pros and cons, legal structures, etc. | <input type="checkbox"/> |
| 3 | We are exploring the idea of developing a consortium with, or subcontracting to, other agencies (voluntary, public or private sector) to bid for contracts together or provide new services. | <input type="checkbox"/> |
| 4 | We can see it might be advantageous to consider a merger to reduce overlap/ duplication in services, achieve economise of scale and cut overheads. We need to assess the legal and financial implications. | <input type="checkbox"/> |
| 5 | We've been part of a VCSE Sector or cross-sector partnership/consortium for some time and this has helped increase our sustainability. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 14 |

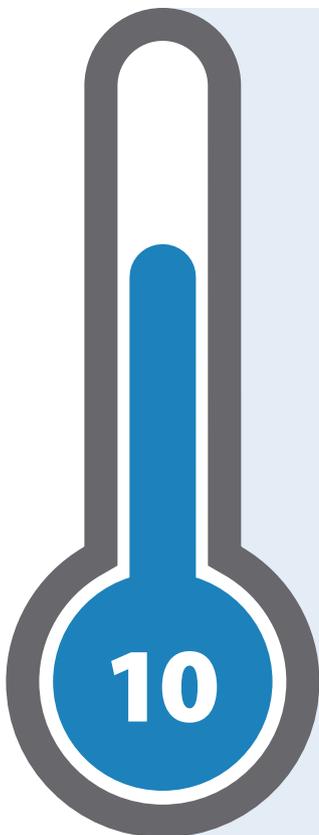


| Contracts, commissioning and procurement | | TICK ALL THAT APPLY |
|---|--|----------------------------|
| 1 | We are completely new to commissioning/contracts, etc. and are unsure about terms like PQQ, ITT, Q&A, TUPE, primes and subs, etc. | <input type="checkbox"/> |
| 2 | We are starting to consider what we need to do to get 'tender-ready' so we will be in a good position to bid for criminal justice contracts when they come up in future. | <input type="checkbox"/> |
| 3 | We think that sub-contracting is the most likely route for us, but are unsure about the implications of working with a prime provider or large sub-contractor. | <input type="checkbox"/> |
| 4 | We've bid for criminal justice contracts before in open tendering situations but have not been successful. | <input type="checkbox"/> |
| 5 | We are experienced in bidding for contracts and have been successful with criminal justice tenders. | <input type="checkbox"/> |

Notes

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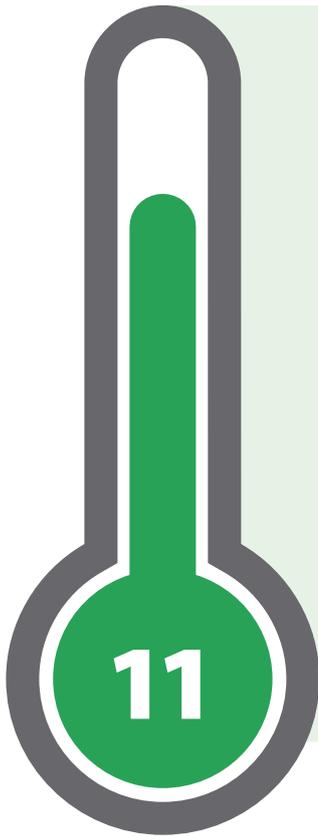


| Human resources (HR) | | TICK ALL THAT APPLY |
|-----------------------------|---|----------------------------|
| 1 | Our staff have very out of date job descriptions that no longer reflect the day-to-day reality of their jobs. | <input type="checkbox"/> |
| 2 | Most of our managers and staff never seem to find the time to sit down for proper supervision sessions – they're always too busy at the 'frontline'. | <input type="checkbox"/> |
| 3 | We have good systems in place for staff recruitment support and supervision. However, we now have quite a lot of volunteers but we don't have a volunteer policy or procedures in place for supporting and managing them. | <input type="checkbox"/> |
| 4 | Our staff management systems are quite good and we have a volunteer policy. We intend to offer ex-offenders volunteering and employment opportunities but we still have to develop appropriate policies and practices. | <input type="checkbox"/> |
| 5 | We have systems for staff supervision and development. We have a policy for employing people with a criminal record and appointing volunteers who have experienced the Criminal Justice System. However, our staff are not up to date with current criminal justice policy and practice issues. | <input type="checkbox"/> |
| 6 | We have thorough systems for staff supervision and development, which link the work of individuals and teams to our business plan. Our staff and volunteers are fully trained and proficient in working with criminal justice service users, and our managers are up to date with the current practices of the statutory CJS agencies, NOMS intentions and relevant government policies. Staff and volunteer development has a high priority in the organisation. | <input type="checkbox"/> |

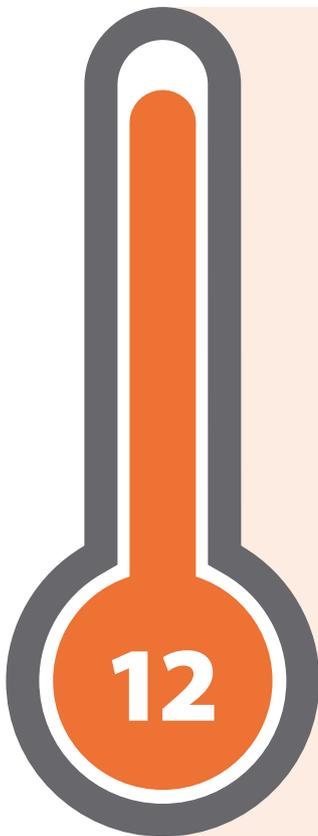
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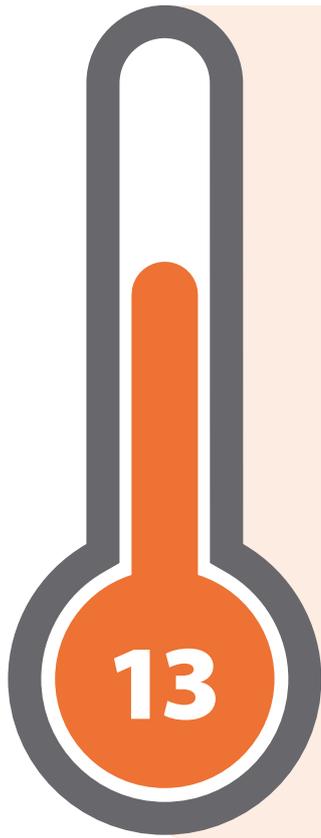
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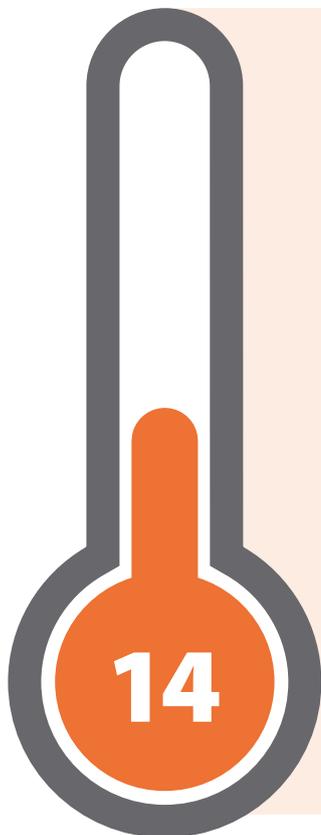
| Marketing and being in the 'marketplace' | | TICK ALL THAT APPLY |
|---|---|----------------------------|
| 1 | We don't really feel comfortable with the idea of having to promote or sell ourselves, so we haven't thought about it yet. | <input type="checkbox"/> |
| 2 | We know of similar services operating in our district/county, and have some idea about how we differ from them – i.e. what our unique contribution is. We know we should do more to sell ourselves but haven't spent any time on it. | <input type="checkbox"/> |
| 3 | We have promotional materials (leaflets and website) that communicate what we do but these could do with updating to properly explain our services to individuals, criminal justice professionals or commissioners. | <input type="checkbox"/> |
| 4 | We have developed a range of promotional materials that appeal to all the people we want to attract and work with. Professionals will refer clients to us because our website is easy to use, our services are easily understood and we're well-known to criminal justice agencies locally. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 14 |



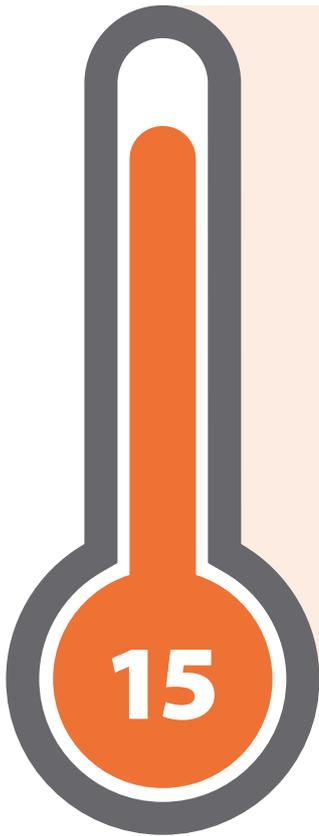
| Risk assessment and risk management | | TICK ALL THAT APPLY |
|--|---|----------------------------|
| 1 | We don't consider the nature of our work requires any risk assessment. | <input type="checkbox"/> |
| 2 | We don't formally keep a risk register or have a written risk management plan that is reported on regularly to our Board. | <input type="checkbox"/> |
| 3 | We have robust policies and procedures in place for safeguarding, safe working in prisons, working with offenders and offering offenders employment/ volunteering opportunities. | <input type="checkbox"/> |
| 4 | Our trustees are regularly informed of the risks involved in our criminal justice work through formal reporting of the 'risk register' at our Board meetings – this includes financial risk as well as risks arising from working with offenders. | <input type="checkbox"/> |
| 5 | We meet the standard above and are starting to think through the implications and risks of payment by results contracts. We can see this will be of significance in the future. | <input type="checkbox"/> |
| 6 | We are confident about our risk management processes because they include all the above. We already operate payment by results contracts and have contingencies to manage any shortfalls in income due to not achieving sufficient results. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 15 |



| Strategic and business planning | | TICK ALL THAT APPLY |
|--|--|----------------------------|
| 1 | We never seem to find the time to sit down and do much planning – strategic or otherwise. | <input type="checkbox"/> |
| 2 | We have a business plan because funders expect us to, but it's out of date. There isn't much tie-up between the plan and what happens in practice, or clear links to supervision/appraisals (see also HR section). | <input type="checkbox"/> |
| 3 | We have a business plan, and it clearly sets out the direction of our criminal justice work, but we do not review or monitor it regularly. | <input type="checkbox"/> |
| 4 | Our managers/trustees set the strategic vision then develop a business plan to make sure our organisation goes in the right direction and attracts the financial resources to do so. Plans are regularly reviewed and monitored with progress recorded. Staff and team work plans are linked into our business plan. | <input type="checkbox"/> |
| 5 | We have an effective system of strategic planning which includes all the standards above. We prioritise influencing local strategic planning of services for offenders, their families or victims, and/or have input into the commissioning cycle e.g. by contributing to the needs analysis from our own data. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 15 |



| Governance | | TICK ALL THAT APPLY |
|------------------------------------|---|----------------------------|
| 1 | We have a management committee / board of trustees but have not got a broad range of people on it with the right experience/skills. | <input type="checkbox"/> |
| 2 | Our trustees/management committee members have never had any training or written role descriptions, so are not aware of all their roles and responsibilities (e.g. as an employer, for Health and Safety, risk, etc). | <input type="checkbox"/> |
| 3 | The trustees/committee tend to rubber stamp most decisions the CEO takes to them, and lack the confidence to provide strategic guidance or analysis. | <input type="checkbox"/> |
| 4 | Our board functions well, supports the CEO, and does not get involved in day to day management. Trustees have a strong strategic vision but they are not always fully aware of the criminal justice policy context. | <input type="checkbox"/> |
| 5 | Our board effectively sets the strategy and direction for the organisation. We have a good mix of trustees with criminal justice and business expertise and they are well-informed about criminal justice policy matters. They are forward-thinking and able to drive and support change. | <input type="checkbox"/> |
| Notes | | |
| ✓ CHECK YOUR TEMPERATURE... | | See page 15 |

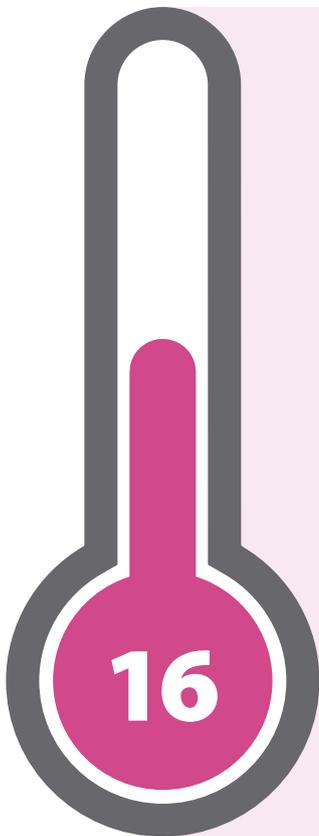


| Change and development | | TICK ALL THAT APPLY |
|------------------------|---|--------------------------|
| 1 | We're completely run off our feet and don't know how we'll find the time to work on developing our organisation – it feels like a luxury we can't take on. | <input type="checkbox"/> |
| 2 | Providing services and running the organisation takes all our time, but we are prepared to change and to embrace developing our organisation in a more planned way. | <input type="checkbox"/> |
| 3 | Our CEO and/or Board of Trustees have a commitment to the organisation's development and will make sure we implement the changes/developments we've highlighted. | <input type="checkbox"/> |
| 4 | We meet standard 3 above and are effective in managing development and change, including the use of outside expertise e.g. consultants, CVS, Clinks. | <input type="checkbox"/> |

Notes

✓ CHECK YOUR TEMPERATURE...

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| Quality standards | | TICK ALL THAT APPLY |
|-------------------|--|--------------------------|
| 1 | We don't have any external quality accreditation (or don't know what this is). | <input type="checkbox"/> |
| 2 | We have achieved Level 1 or 2 of PQASSO or are currently working towards it. | <input type="checkbox"/> |
| 3 | We have gained Investors In People and/or Investors in Volunteers accreditation – or are currently working towards it. | <input type="checkbox"/> |
| 4 | We have achieved a quality standard provided by our national association or are currently working towards it. | <input type="checkbox"/> |
| 5 | We have achieved ISO 9000/9001 or are currently working towards it. | <input type="checkbox"/> |
| 6 | We are accredited by the Care Quality Commission (CQC). | <input type="checkbox"/> |
| 7 | We have nationally-recognised accreditation for some of our work e.g. from the Mentoring & Befriending Foundation or are currently working towards it. | <input type="checkbox"/> |

Notes

✓ CHECK YOUR TEMPERATURE...

See page 15

✓ CHECK YOUR TEMPERATURE

LOOK AT THE COLOURS THAT MATCH YOUR ANSWERS AND CHECK BELOW TO SEE HOW YOU'RE DOING...

1 How well we meet national and local priorities to reduce reoffending and encourage desistance from crime

2 Our culture and values

MOSTLY ■ Perhaps you should to consider whether or not your organisation wants to target statutory sources of funding for criminal justice work. If you do, then you need to think about how you can develop your offer to fit with reducing reoffending priorities. The rest of this health check will help you with this.

MOSTLY ■ You have the potential to enhance sustainability by increasing the amount of business you conduct with CJS agencies. It would be worth focusing on how you could further develop your offer and increase your profile with regard to reducing reoffending – the rest of this health check will help you start this.

MOSTLY ■ Your organisation is well placed to engage in the commissioning cycle for criminal justice services. You can assist commissioners by providing data that will contribute to needs assessments, inform the development of service specifications and tender to deliver services. You may want to explore partnerships with other organisations in the voluntary, public or private sectors and/or consortia development.

3 Income

4 Costing our services

5 Fundraising

MOSTLY ■ Your organisation needs to explore how costs can be better allocated across different areas of business and review how income and expenditure is monitored. You also need to explore what new income generation methods might be suitable and identify new sources of funding for the future.

MOSTLY ■ Your organisation may be able to increase the resources you bring in for work with offenders. You could explore how you can use the financial data you collect to demonstrate how work with offenders is subsidised by funding you are receiving from other sources.

MOSTLY ■ Your organisation sounds financially healthy, with the right controls in place and a diverse income base. You're in a good position to manage future growth.

6 Monitoring our work

7 Evaluating outcomes and the impact of our work

MOSTLY ■ If your organisation wants to increase sustainability by bringing in funding from criminal justice sources, you will need to review how you monitor your services and improve your capacity to provide evidence of impact.

MOSTLY ■ With a little work, you should be able to improve how you monitor your outputs and outcomes to include measuring reconvictions. Collecting the Police National Computer (PNC) number for every service user and their permission to use their personal data is a good starting point as this enables you to access national 'proven reconviction' data. You may want to explore support from academics or researchers to help you improve your data collection and analysis.

MOSTLY ■ You have a strong evidence base showing how your organisation contributes to reducing reoffending. Make sure you use this to demonstrate your value to CJS agencies.

8 New ways of working

9 Contracts, commissioning and procurement

MOSTLY You need to do some research into the whole area of contracting and commissioning, and start to think about how working with other organisations could strengthen your 'offer'. See the Clinks' website for a range of resources and information that your organisation could use to develop your knowledge about commissioning and contracting: www.clinks.org/support/commissioning

MOSTLY Your organisation would benefit from some targeted support around tendering for contracts and working with other organisations. You could consider using a consultant or your local CVS to review your previous tenders and advise on how to improve your chances of success, or bring in someone who could take you through the pros and cons of collaborative working, consortia and mergers. See pages 16-17 if you would like to access Clinks' pool of criminal justice consultants.

MOSTLY Your organisation is well-placed to win and successfully manage contracts from statutory CJS agencies. You should ensure that you can measure success in relation to reducing reoffending so that you are able to engage in contracting based on Payment by Results.

10 Human resources (HR)

MOSTLY If your organisation is to offer the best service to its users, it is critical that you are able to supervise, support, appraise and train staff and volunteers. As a matter of priority you should develop and implement appropriate staff management systems and volunteer policies, or get advice on how to do this if you are unsure.

MOSTLY You should develop appropriate policies for managing, supporting and developing volunteers (including those with a criminal record). There are free resources available to assist with this on the Clinks website www.clinks.org/voluntary-community-sector/volunteering-mentoring

MOSTLY You have staff/volunteer management systems in place and you have recognised the need for training. This will enhance staff/volunteer performance and increase the strength of tenders. Free training can sometimes be accessed via your local CVS and Clinks. You could consider buying in some bespoke CJS training to meet your specific needs or partner with other organisations to reduce the cost.

MOSTLY Your organisation has strong HR policies and practices. These will help you when it comes to completing tender documents and complying with requirements for delivering public sector contracts, entering partnerships and joining consortia.

11 Marketing and being in the 'marketplace'

MOSTLY Reductions in budgets for all public services and an increasingly competitive environment mean that funding for voluntary organisations is harder than ever to secure. Effective marketing and publicity can make a difference to your organisation's public profile and will ensure that grant-giving trusts and local commissioners are aware of what you can deliver against their priorities. Once created, good marketing material can be used to improve grant applications and project proposals. Accurate competitor intelligence allows you to identify your unique selling points and helps you to see where your organisation fits in the market place. Social media can be an almost cost-free way of raising your profile. A focus on the whole area of marketing would be beneficial.

MOSTLY It is worth putting some time into updating your publicity material and re-vamping your organisation's online profile, particularly if you have strong messages based on evidence of your impact on reducing reoffending. You should also seriously consider how best to make use of social media to raise your profile.

MOSTLY In the light of changes to the provision and funding of rehabilitation services in criminal justice, your organisation may want to review its products/services, markets and competitors to check that your existing mix is meeting potential new as well as current market needs, so you can decide how best to position your organisation in these new markets.

12 Risk assessment and risk management

13 Strategic and business planning

14 Governance

15 Change and development

MOSTLY Your organisation lacks effective systems for strategic management, risk assessment and development planning. In order to respond to the changing landscape you need, as a matter of priority, to strengthen your governing body and bring in some business expertise. This will help to identify strategic priorities and build a systematic approach to business management and development.

MOSTLY You have good systems for strategic management, including risk assessment/ management with a largely effective governing body. You may need to bring in some additional criminal justice expertise and think through the implications of Payment by Results (PbR). Your organisation might benefit from exploring potential partnerships with larger organisations.

MOSTLY You have embraced challenges and change, your organisation is soundly governed by its board and you have robust risk-assessment processes. You are clear on your strategic priorities and have a systematic approach to business management and development. These are the fundamental building blocks for a durable organisation and will underpin your work on the other areas of development in this health check.

16 Quality standards

MOSTLY Your organisation should take action to address quality standards. You can start by looking into PQASSO. Your local CVS should be able to help with this or see www.ces-vol.org.uk/pqasso

MOSTLY Ensure your organisation completes the accreditation process and identifies further awards to work towards.

MOSTLY Your current accreditation should demonstrate you meet required quality standards in tendering processes.

WHAT ARE YOUR TOP PRIORITIES?

Now you've completed the questions, what do you feel are your top three priorities for development and support?

1. _____

2. _____

3. _____

WHAT HAPPENS NEXT?

You will probably want to discuss the results of this health check with your board of trustees and senior management team. You may decide to prioritise particular areas that can be immediately addressed, or you might want to use the results for a process of more detailed assessment of strengths and weaknesses before taking action.

You might consider requesting support from a local support and development organisation or a consultant to help you collectively to develop your thinking. You may prefer to work internally on your organisation's development using trustee and/or staff expertise, and/or look out for relevant training courses.

There are many sources of advice, information and guidance that will show you how to do

what you need to do to build your organisation's capacity. Lots of useful resources and information are available from the following web sites:

Clinks www.clinks.org

NAVCA www.navca.org.uk

NVCO www.ncvo-vol.org.uk

Clinks has also developed a pool of consultants from various disciplines who have criminal justice expertise or experience. Clinks Member organisations can ask Clinks to provide a shortlist of appropriate consultants in their area. If your organisation would like Clinks to help identify potential consultants, please complete the form below, and send together with your completed health check, to Luke Martin at luke.martin@clinks.org

REQUEST A CLINKS SEARCH FOR POTENTIAL CONSULTANTS

| | |
|--|--|
| Name of your organisation | |
| Address | |
| Website | |
| Contact name of person filling in form | |
| Daytime phone number | |
| Mobile number | |
| Email address | |
| Who else was involved in completing the health check (e.g. trustees, CEO, etc.)? | |

ABOUT YOUR ORGANISATION

What is your organisation's mission?

Is your organisation local, regional or national in its reach? Please explain.

Who is your main target group of beneficiaries (or service users/clients)?

What are your organisation's main strengths?

DO YOU PROVIDE SERVICES TO:

Tick all that apply

Offenders - to reduce reoffending

Offenders - for other purposes

Offenders' families

Prevention/early intervention

Victims

Witnesses

Other criminal justice-related services (please explain below)

SEEKING SUPPORT

Please list any of the local or county-wide VCS support and development organisations in your area e.g. CVS, VCA, Volunteer Centre, Rural Community Council, etc. and indicate whether you are a member or not.

Have you asked them for support, advice or training on any of the issues you've identified above for development?

Yes
 No

Have you checked whether they are able to offer you anything relevant to your needs?

Yes
 No

Would you consider paying an expert or consultant to work on specific areas of development with a group of organisations together, sharing the costs?

Yes
 No

PLEASE TICK THE MOST IMPORTANT CRITERIA FOR CLINKS TO CONSIDER WHEN IDENTIFYING POTENTIAL CONSULTANTS:

Being local

Criminal justice background

Have provided consultancy to a number of criminal justice organisations

A particular specialism (please specify):

Other (please specify):

NOTES

NOTES



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