



CLIENT ENGAGEMENT STRATEGY

2025 – 2028

INTRODUCTION

Our Vision and Mission:

Our vision is of a society where no-one is unfairly disadvantaged because of their past. Our mission is to support people with convictions so that they reintegrate into society, live crime-free and thrive.

Organisational Vision:

A sustainable and growing Christian organisation that is known and trusted, delivering life-changing services, where all our people are equipped and empowered to give of their best.

Our Values:

- Christ-like
- Responsible
- Genuine
- Respectful
- Visionary

Trust Strategic Objectives:

Core Strength - To ensure we stay true and strengthen our core mission (creating sustainable transformation in client's lives) our values and ethos in all we do. To retain and enhance Christ at the centre of our work. To be nationally known and locally loved both as a trusted partner and an excellent employer to our people.

Growth – We are committed to developing and growing current models of delivery that we know change lives and are financially viable. We will strengthen the financial foundation to allow growth and maintain safe reserves. And we will work at becoming nationally known and locally loved within our target audiences.

High Performing Culture – We will continue to develop and modernise internal processes, systems, procedures, and structures to ensure they are fit for purpose and future proofed. We will also invest in and develop our leaders. And finally, ensure we align closely the forecasting and actual performance outcomes.

AIMS and OBJECTIVES

Aims:

To be an organisation that listens and develops a voice for both clients and partners, which allows us to co-design and redesign both new and current services, taking into account lived experience

Objectives:

1. Influence and involvement
2. Inclusivity and Representation
3. Transparency
4. Resource and support

Recent Progress:

The internal audit undertaken in 2024 identifies that we have made some progress with client involvement and we are moving in the right direction. We have implemented scrutiny groups, and have made inroads into making information produced for clients more accessible. We have developed the client portal in the website and have undertaken some initial training with clients, which will continue in 2025.

OBJECTIVE 1: INFLUENCE and INVOLVEMENT

WE WILL

- Progress from client involvement to co-production
- Promote client voice at Board level

WE WILL ACHIEVE THIS BY

- Developing a co-production process that all departments can use to access which decisions clients should be involved in
- Developing multiple ways to engage with the client group for key strategic processes at planning stages
- Working with other departments to identify ways clients can co-produce
- Having a planned approach to scrutiny/ focus groups that will be directly linked to governance process
- Reviewing with clients how they would like their voice to be heard at Board level

MEASURES OF SUCCESS

- There is evidence that Scrutiny group feedback informs organisational change on the key issues clients have of Repairs and Complaints
- Client voice is evident in Board papers and clients are able to state what feedback they have received from Board consistently

OBJECTIVE 2: INCLUSIVITY and REPRESENTATION

WE WILL

- Ensure fair and equal opportunities for all clients to access involvement activities
- Remove identified barriers to involvement where this can be reasonably done
- Identify under-represented client groups and develop appropriate engagement methods for these groups
- Ensure that all communications with clients meet the Accessible Information Standards

WE WILL ACHIEVE THIS BY

- Widening the options clients have to co-produce with the organisation
- Working with the digital team to ensure that all written documentation for clients is in an easy read format and supported by an information video
- Reviewing and analysing engagement statistics to identify under-represented groups and work with these groups to improve engagement

MEASURES OF SUCCESS

- Clients have input into the Business Plan, the Budget and key policies by 2028.
- Co-production from under-represented client groups increases by 25%
- All written communication meets the Accessible Information Standards

OBJECTIVE 3: TRANSPARENCY

WE WILL

- Tell clients what they can expect from the organisation
- Regularly publicise information about how engagement has shaped services
- Provide meaningful information about how we are run and how we are performing
- Work with clients to ensure the client portal on the website is useful and accessible

WE WILL ACHIEVE THIS BY

- Developing the client portal based on their feedback.
- Include 'You said, we did' section on the client portal
- Use the National Consultative Group and the portal to provide information about our performance

MEASURES OF SUCCESS

- All written communication meets the Accessible Information Standards
- Use of the client portal increases by 50% from 2024 levels

OBJECTIVE 4: RESOURCE AND SUPPORT

WE WILL

- Provide training/coaching opportunities to clients who participate in involvement activities
- Provide individual support for clients who may have barriers to access engagement activities in their current formats
- Provide a client award system for clients who participate strategically that can be used once they move on to independence

WE WILL ACHIEVE THIS BY

- Developing a workshop/coaching style approach to clients who participate in board activities, conferences, and promotional videos
- Providing support either internally by staff or externally by an advocacy service to allow all clients to have their voice heard
- Exploring with external organisations such as TPAS a certification pathway for clients who participate strategically

MEASURES OF SUCCESS

- Client workshops happen consistently ahead of NCG meetings in 2025/2026 and for the wider client group by 2028
- Client certification is in place by 2027

TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 1: Influence and involvement				
Develop a co-production process that all departments can use to access which decisions clients should be involved in				
Develop multiple ways to engage with the client group for key strategic processes at planning stages				
Work with other departments to identify ways clients can co-produce				
Have a planned approach to scrutiny/focus groups that will be directly linked to governance process				
Review with clients how they would like their voice to be heard at Board level				

TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 2: Inclusivity and Representation				
Widening the options clients have to engage with the organisation				
Ensuring that all written documentation for clients is in an easy read form and supported by an information video and meet Accessible Information Standards				
Reviewing and analysing engagement statistics to identify under-represented groups and work with these groups to improve engagement				

	2025	2026	2027	2028
Objective 3: Transparency				
Develop the client portal based on client feedback				
Include 'You said, we did' section on the client portal				
Use the National Consultative Group and the portal to provide information about our performance				



TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 4: Resource and Support				
Develop a workshop/coaching style approach to clients who participate in board activities, conferences, and promotional videos				
Provide support either internally by staff or externally by an advocacy service to allow all clients to have their voice heard				
Explore with external organisations such as TPAS a certification pathway for clients who participate strategically				

RISKS AND RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none">• Influence and Involvement• Inclusivity and Representation• Transparency• Resources and support	<ul style="list-style-type: none">• Peripatetic Manager (QCD)• Clients• Peripatetic Manager (QCD)• Clients• Digital Engagement Team• Peripatetic Manager (QCD)• Clients• Digital Engagement Team• Peripatetic Manager (QCD)• Clients• TPAS	<ul style="list-style-type: none">• Client co-production ideas are at odds with the Trust's vision and development plans, causing mission to drift• Clients fail to keep to confidentiality clauses, causing sensitive commercial data to be in the public domain