

Strategic Goals & Vision	CIAO's vision All people who've committed offences, or are at risk of doing so, are offered life coaching so they can help themselves and others.				
	Financial	People	Communication	Commissioners	Processes
	CIAO is a self-sustaining social enterprise (as well as a charity) with coaching fully funded by contracts.	Deliver great coaching by continually developing personal / organisational learning and recruitment.	Clients, commissioners, coaches, influencers and others value what coaching / CIAO can do.	Government and other organisations commission coaching services from CIAO and other providers.	CIAO makes everything it does as simple and as human as possible.

Values	Fairness	Choice	Responsibility	Respect	Challenge
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Services	COACH Coach	CHALLENGE Challenge assumptions and advocate wider use of coaching	DEMAND Increase demand by commissioners	SUPPLY Increase supply by organisations and individual coaches	SUPPORT Support others to coach
	<ul style="list-style-type: none"> Coach men, women and young people who've committed offences or are at risk of doing so. Coach staff working with our clients. 	<ul style="list-style-type: none"> Talks, articles, flyers, interviews, workshops, Coaching Behind Bars etc Share and develop PR materials and tools so all involved with CIAO can easily spread the word. 	<ul style="list-style-type: none"> Disseminate existing evidence. Share more views from current commissioners. Explore new ways to prove and demonstrate the impact of coaching. 	<ul style="list-style-type: none"> Share stories and data to inspire and inform. Provide adaptable materials to support others to coach. 	<ul style="list-style-type: none"> Develop coaching capacity and capability elsewhere. Develop other agencies' capacity and capability to support coaches.
Key Actions	Develop a strategic plan for where CIAO will coach in new contexts and areas to meet commissioners' needs and reduce costs to victims and taxpayer.	Consider: <ul style="list-style-type: none"> CIAO's network capital and who else may be interested, perhaps as Ambassadors or Patrons. A showcase event in the North of England. 	Secure investment to increase the evidence base for the effectiveness of our coaching.	Support development of a qualification (with Novus) for people to train to be coaches (with clients and commissioners' staff training side by side).	<ul style="list-style-type: none"> Inform CIAO's training plan by asking each supervisor: 'What are the top 3 supervision issues?' Package CIAO's learning to meet others' needs.

Coaching Inside and Out - Strategic Goals & Key Actions

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<ul style="list-style-type: none"> • Fully fund Styal from statutory sources. • Develop additional contracts, which will strengthen the core. • Establish costs for different scenarios e.g. one-off coaching. 	<ul style="list-style-type: none"> • Strengthen communication with coaches so views and needs are heard, acted on and disseminated where appropriate. • Implement refreshed training plan to enrich coaches' practice. • Build on social and development activities to strengthen support and relationships across CIAO. • Clearly articulate what CIAO gives and offers its coaches. 	<ul style="list-style-type: none"> • Describe and illustrate what CIAO offers: <ul style="list-style-type: none"> ○ Clients ○ Commissioners ○ Other coaches ○ Other organisations • A showcase event in the North of England (similar to the one in London in Oct 2015). 	<ul style="list-style-type: none"> • Deliver contracts and funders' aims. <ul style="list-style-type: none"> ○ Charitable funders - HMP Styal ○ Trafford Council - Early Help ○ Care UK - HMP Drake Hall ○ Novus - HMP Kirkham • Target service gaps working back from commissioner needs (including the most expensive services). 	<ul style="list-style-type: none"> • Ask coaches: "What takes up time or drains your energy?" Then simplify and automate processes as much as possible to work for everyone. • Encourage ongoing feedback from coaches and suggestions for improvement. • Develop and support impact evaluation.

With thanks to The Connectives for this model & template http://theconnectives.com/			Coaching Inside and Out 2017/18 & beyond Updated: 18 Jan 2017
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