



2022 HMPPS CFO Sustainable Development Policy/Plan

SCOPE:

The policy will detail the way in which HMPPS CFO will promote and evidence a commitment to Sustainable Development as an organisation, throughout the life of the ESF Operational Programme. The Prime Providers contracted by CFO (CFO3 and CFO Activity Hubs) will be required to provide a sustainable development policy and implementation plan as part of the CFO contracts and ensure sub-contractors delivering the CFO programme also hold a relevant sustainable development policy. All providers will be encouraged to reduce negative impacts on the environment as well as addressing economic and social factors whilst delivering provision. Both the CFO and prime providers will be required to report their progress against the Sustainable Development implementation plan on a six monthly basis to ensure all aspects receive full coverage and remain high on the CFO agenda.

Review

Author	Review Date	Approval Date	Version Control
Kate North	05.10.2016	05.10.2015	1.0
Kate Dugdale	21.11.2016	12.06.2017 (HMPPS launch)	1.1
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Kate Dugdale	13.12.2022	24.01.2022	1.7

STATEMENT OF POLICY:

Sustainable Development is a regulatory cross cutting theme for all structural fund programmes. The UK government is committed to Sustainable Development, the government aims to stimulate economic growth, maximise wellbeing and protect the environment, without negatively impacting on the ability of future generations to do the same.

The purpose of a Sustainable Development policy is to provide a public commitment in order to promote Sustainable Development and to comply with relevant environmental legislation whilst delivering ESF provision. Sustainable Development in the European Social Fund programme has a strong environmental focus to help provide some balance to the European Social Fund's strong social and economic focus.



As an ESF funded programme the CFO will develop a number of practices to ensure lower negative impacts on the environment as a result of business delivery, this will be achieved by:

- Monitoring prime providers sustainable development policies and implementation plans on a bi-annual basis to ensure they provide an ongoing commitment to sustainable development. Providers will also hold central copies of all Sub-Contractor sustainability policies and implementation plans and evidence they are monitoring on an annual basis.
- Ensure CFO dispose of waste using a registered waste collector and observe and comply with the Waste Electrical and Electronic (WEEE) regulations and ensure that WEEE is not mixed with general waste and is disposed of legally. All prime providers will be required to adhere to WEEE regulations and also monitor their sub-contractors commitment.
- The CFO will create and regularly assess the sustainable development implementation plan and detail specific actions it will take as an organisation to minimise waste, energy consumption and where possible minimise travel and promote the use of public transport. The implementation plan will be reported against bi-annually to evidence an ongoing commitment to Sustainability and provide an opportunity for the organisation to assess any room for improvement. Prime providers will be required to mirror this approach and liaise with the CFO Engagement Lead to evidence their commitment and progress on a bi-annual basis.
- The sustainable development implementation plan will include a section to evidence why each aspect of sustainability is being monitored and how this benefits the organisation and the wider environment.
- Both the CFO and prime providers will be required to demonstrate how staff members are made aware of the organisations sustainable development policy and the importance of adhering to this policy. This will be evidenced in the sustainability implementation plan. The CFO and prime provider's policies will feature on the CFO web page for participant and external stakeholder interest and will be updated annually.

The focus of ESF programmes for 2015-2023 is social inclusion, in terms of sustainable development, ESF aim to ensure projects promote skills and training which are required now and in the future, as well as providing opportunities for everyone to fulfil their potential. The ESF Sustainable Development aims will be addressed through the projects the CFO facilitate, this will be achieved by:

- Understanding the challenges within the offender cohort and adapting the services provided to address the challenges
- CFO3 Providers will submit quarterly provider updates regarding programmes delivered and how each provider targets specific 'hard-to help' offenders
- Contract Performance Managers monitoring providers progress/project delivery and implementing measures if targets are failing to be achieved



- Monitoring monthly provider statistics which measure whether offenders are receiving the correct provision in order to access skills and job opportunities

All relevant environmental legislation and set social objectives targets will be adhered to and be the driving force in committing to improving the CFO programme.

CFO PRIME PROVIDERS

The CFO commission prime providers to deliver CFO provision and as part of the contract, prime providers will be asked to provide sustainable development policies and implementation plans in order to provide evidence to suggest they are making a conscious effort to achieve sustainability throughout the CFO programme. The CFO Engagement Lead will request a six monthly update from each Prime Provider to ensure all aspects of their implementation plans are monitored and progress is recorded.

SUSTAINABLE DEVELOPMENT RESPONSIBILITY

The **Engagement Lead** is responsible for creating and implementing Sustainable Development policies and practices. The Engagement Lead will review the provider's sustainable development implementations plans on a six month basis to assess whether their practices and policies comply with the requirements and to ensure sustainability continues throughout the life of the CFO programme. The Engagement Lead is also responsible for liaising with the landlord (Emerson) of the HQ building and promoting Sustainable Development as and when necessary. The CFO Engagement Lead will act as a sustainability champion throughout the life of the CFO programme and take responsibility for ensuring sustainability remains at the forefront of CFO delivery.

The **ICT Lead** is responsible for ensuring all IT equipment is purchased and disposed of correctly in line with the WEEE practices and also ensuring WEEE is not mixed with general waste and is disposed of legally.

The **Office Manager** will promote environmental awareness amongst staff and ensure guidance is clearly stated within the CFO staff information pack. As part of the staff induction, new members of staff will be informed of Sustainable Development practices and how they can effectively contribute.

Contract Performance Managers will liaise with prime providers to actively encourage them to consider sustainable development in terms of promoting social inclusion and ensure providers are promoting sustainable development ideals by supporting the bi-annual monthly requests for information.

The **Senior Management Team** are responsible for ensuring sustainable development forms part of each management decision as necessary.

All staff are responsible for promoting and adhering to sustainable development practices.



Sustainable Development Plan- Environment

Sustainable Development Aspect	Plan	Purpose of process	Responsibility	Measuring performance
Energy and carbon management: Reduce energy costs for CFO	Meetings- Facilitate bi-annual-meetings with the landlord of the CFO HQ building and discuss and promote sustainable development ideals.	To evidence an ongoing commitment to increase sustainability as a CFO project. All practices within the HQ building will be reviewed to ensure sustainability is reviewed and acted upon.	CFO Engagement Lead	Centrally store relevant minutes from landlord meeting and action necessary points in relation to Sustainable Development
	Energy usage- Collate energy usage data to evidence any significant increase or decrease in energy usage	The CFO are committed to lowering energy costs where possible in order to reduce negative environmental effects and also to save money. All elements of energy and carbon management will be considered and reported against every 6 months to ensure potential reductions are identified.		Energy data saved and stored centrally
	Lighting- Use natural light wherever possible. Selected members of staff who are responsible for office fobs are made aware of switching all lights off when leaving the office at the end of the working day.	Small changes such as switching off lights and utilizing natural light will contribute to reducing energy costs and saving energy for CFO.	CFO Engagement Lead/ Office Manager	All elements feature within the staff handbook and induction pack which is released annually and staff are required to sign to say they understand the information contained within the document and will adhere to practices.



	<p>Encourage staff to switch off lighting when not in use (i.e. meeting room) and display appropriate signage</p> <p>Examine whether LED bulbs could be utilised when lights require replacing</p>	<p>Staff will be encouraged to actively think about energy savings and promoting Sustainable ideals through the use of appropriate signage.</p> <p>LED bulbs are energy efficient, safer to use than incandescent bulbs and provide increased brightness and intensity. Bulbs also have a longer life span and produce no heat or UV emissions.</p>	<p>CFO Engagement Lead</p>	<p>Appropriate signage displayed within the meeting room and on the office exit door.</p>
	<p>Air Conditioning- To encourage staff to utilise air conditioning system appropriately to increase energy savings.</p>	<p>The air conditioning system has advanced features which allows sections of the CFO office to be zoned and individually set and monitored. This will allow sections of the CFO office to be controlled effectively and encourage staff not to rely on additional heating or cooling measures which utilise further energy.</p> <p>All meeting rooms are zoned individually as well as the kitchen area.</p> <p>Staff to be encouraged to switch off air conditioning when meeting rooms are not in use.</p>	<p>CFO Engagement Lead/Office Manager</p>	<p>Advice and information added to the annual staff handbook and induction pack.</p>
	<p>Computer Terminals- Desktop and Laptop Quantum devices have the standard Windows 7 Default Power Plan and all supplied monitors are 'Energy Star' compliant</p>	<p>Computers left on standby mode overnight is an unnecessary source of energy. Energy savings can be achieved by switching off computers at the end of the working day.</p>	<p>CFO ICT Lead</p>	<p>Confirmed with ICT Supplier, this will be checked on an annual basis</p>



	<p>Printer terminals within the office set to hibernate mode when inactive for a length of period of time</p> <p>As part of the clear desk policy all staff are informed about switching their computer terminals off at the end of the working day.</p>			<p>N/A</p> <p>Included in the staff handbook and Induction pack. Staff required to complete NUA1 annually to evidence their understanding of data protection & security procedures, which includes clear desk policy,</p>
	<p>Provider Bi-Annual Updates- Request updates from providers every six months to review evidence to suggest reduction of energy within their organisation</p>	<p>Monitoring all Providers to ensure organisations delivering the CFO programme on behalf of HMPPS are committed to Sustainable Development. Six monthly updates will ensure Sustainability remains high on the Provider's agenda and remain focused and continue to make improvements to their organisation and delivery.</p>	<p>CFO Engagement Lead</p>	<p>Copies available of six monthly updates.</p>
<p>Low carbon travel, transport and access: Evidence a commitment to improve and lower travel costs/CO2 emissions</p>	<p>Business Mileage Review business mileage expenditure for the CFO and compare to the previous six months.</p> <p>Discuss any increases with SMT as and when required</p>	<p>Business mileage will be reviewed every 6 months to ensure expenditure and instances of travel are appropriate for business use.</p> <p>Increases in pool car use will be assessed by the Senior Management Team and addressed accordingly.</p>	<p>CFO Admin/ Engagement Lead</p>	<p>Collated business mileage figures from finance department on a quarterly basis and compared against previous six months (featured in bi-annual CFO update)</p>



<p>Encourage use of teleconference and video conferencing facilities Encourage staff to utilise telephone or virtual facilities as opposed to travelling to meetings.</p> <p>CFO Admin to ensure all instances of virtual/telephone meetings are included in CFO calendar to evidence reduction in travel</p>	<p>By encouraging the use of telephone and virtual facilities staff will reduce the frequency of travelling to meetings and will ultimately lower instances of carbon travel.</p>	<p>CFO Engagement Manager</p>	<p>Included in the staff induction pack and staff handbook. Travel policy available via internal CFO webpage</p> <p>CFO Admin calendar available with all instances of staff meetings</p>
<p>Monitor staff travel claims Monitor travel claims for all staff members of staff to identify increases/decreases/savings are accurate.</p>	<p>Public transport contributes to decrease the carbon footprint. Public travel claims are correlated by the finance team to ensure all staff can claim expenses, the CFO can pay the ledger and internal records are accurate. The Engagement Manager will request copies from the Finance team to assess any increase of public transport use and discuss with SMT members.</p>	<p>Finance & Engagement Manager</p>	<p>Finance to collate all travel returns to ensure all travel is accounted for and mileage and public transport costs are accurate</p>
<p>Pool car usage Promote pool car use to staff members as opposed to hiring cars.</p>	<p>Pool car is a self-charging hybrid car which has a parallel hybrid system that switches between petrol and electric power (or uses a combination of both) and charges the battery whenever it can. The system can achieve CO2 emissions as low as 86g/km.</p>		<p>Monitor monthly CO2 emissions which are sent to the transport unit, ongoing throughout the project.</p>



	Promote car sharing where necessary	Car sharing reduces the amount of carbon emissions utilised by each individual and also creates savings for the department.	CFO Admin Team/ Engagement Lead CFO Office Manager	Promote within the CFO Induction Pack
Procurement: Purchasing and disposing of supplies appropriately	Paper Usage Purchase recycled paper for all office use (including notepads) Recycle all waste paper via a paper recycling company Encourage staff to limit printing and encourage working electronically to save paper waste	Recycling paper conserves natural resources, saves energy, reduces greenhouse gas emissions and keeps landfill space free for other materials that cannot be recycled. By purchasing recycled paper and recycling CFO can contribute to the positive aspects associated with recycling and also ensure waste is recycled confidentially.	CFO Admin Team	Stationery order evidences recycled paper purchasing. Collate receipts from recycling company to evidence reduced frequency Featured in the staff handbook & induction pack
	Recycled Ink Cartridges Purchase re-manufactured ink cartridges Recycle all computer ink cartridges	Remanufactured cartridges are made from plastic which uses 80% less energy to make plastic from recycled plastic. Recycling ink cartridges is also safer for the environment as cartridges contain dyes and pigments which can create a number of pollutants if disposed of incorrectly.	CFO Admin Team	Stationery order evidences purchased remanufactured ink cartridges Admin staff responsible for recycling cartridges and log all ink cartridge recycling onto a spread sheet to evidence effective recycling.



	<p>Remanufactured Stationery Ensure all stationery is purchased with a consideration given to purchasing remanufactured products. Stationery will also be reused and recycled as and where possible</p>	<p>Remanufactured produce has many benefits for both the customer (CFO) and for the environment. The environmental benefits include reducing energy consumption by limiting the amount of raw material extracted/recycled and the manufacturing of new components. A reduction in energy consumption is usually accompanied by a reduction in CO2. Purchasing recycled stationery saves CFO cost as remanufactured products are typically 60-80% of the cost of a new product due to the cost savings made from the recovery of the materials and energy content of the product.</p>	<p>CFO Admin Team</p>	<p>Evidence within the admin guidelines and staff handbook and induction pack.</p>
	<p>Recycled Waste All waste to be recycled via the recyclable bins within the kitchen area</p>	<p>The advantages of recycling waste include reducing pollution, as waste that would otherwise be left in a landfill can be reused. Through reusing materials the demand for new materials is decreased and new materials can be created.</p> <p>Recycling waste also contributes to lowering costs and makes financial sense for CFO.</p>	<p>CFO Admin/CFO Office Manager</p>	<p>Figures available from landlord to evidence waste</p> <p>Included in the CFO staff handbook and induction pack.</p>
	<p>Purchasing & disposing of electronic equipment in line with WEEE regulations All IT equipment to be purchased and disposed of in line with WEEE regulations, ensuring that WEEE is not mixed in with general waste and disposed of legally.</p>	<p>Disposal of products via WEEE regulations avoids using landfill or incineration methods which in turn reduces air, ground and water pollution and has benefits to the environment. By recycling electronic waste CFO are conserving natural energy resources and reducing the need for manufacturing new products, which subsequently results in a reduction of manufacturing costs and also greenhouse gas emissions. Equipment that is due to be disposed of is collected by a local WEEE charity organisation.</p>	<p>CFO ICT Manager</p>	<p>Requisitions to evidence purchasing are available</p> <p>Evidence of disposal available and Contractor is local supplier (www.weeecharity.co.uk)</p>



		The charity recycle all electrical goods and ensure 100% is recycled with 0% going to landfill. The charity donates money or goods to charitable foundations, community groups, outreach centres, PTA groups, children's services and families in need locally and nationally (www.weeecharity.co.uk)		
	Monitor Prime Providers SD Policies & Plans Monitor providers sustainable development plans and request evidence to suggest they are meeting/reducing waste targets and evidencing a commitment to WEEE regulations	Monitoring Prime Providers plans and policies six monthly to ensure reducing waste is considered appropriately and targets are achieved.	CFO Engagement Lead	Monitor providers evidence on a six month basis via templates and arrange further meetings to discuss if necessary
Water: Monitor CFO use and decrease usage if possible	Request water usage figures from landlord and monitor for increased usage and discuss whether CFO can contribute to reducing usage.	Explore whether water usage can be decreased to save money and limit any unnecessary usage	CFO Engagement Manager	Figures from landlord to evidence building's water usage Drinking water is purchased for CFO staff and visitors to use. All bottles are recycled by the company.
Organisational and workforce development: Consider wider implications of Sustainability	Include a section of sustainability in the staff induction pack and staff handbook which will reference sustainable development policy and encourage staff to read	Ensuring CFO staff are aware of the Sustainable Development policy and implementation plan and adhere to the policy as and where possible.	CFO Engagement Lead/Office Manager	Annual review of the induction pack and staff hand book and update as necessary. CFO sustainable development policy available in 'All Staff' folder for ready access
	Raise awareness of sustainability amongst staff to ensure practices are adhered to.	Ensuring CFO staff are aware of the Sustainable Development policy and implementation plan and adhere to the policy as and where possible.	CFO Business Manager	Annual email to staff to evidence updated policy/plan and request for ideas to improve sustainability




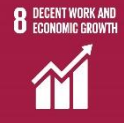
	Review workplace policies to ensure they promote sustainable development	Ensuring CFO consider Sustainable Development in each policy to ensure SD ideals remain high on the agenda.	CFO Engagement Lead/CFO Policy Lead	The majority of work place policies are released via HMPPS, therefore the CFO have little control over changing the format. HMPPS CFO meetings consider Sustainability on a monthly basis and discuss in Corporate Compliance and Contract Performance meetings (minutes available)
Governance	<p>CFO Engagement Lead to attend monthly internal CFO Performance meetings to discuss CFO Providers sustainable development progress as well as any underperformance.</p> <p>CFO Engagement Lead to attend quarterly CFO Provider performance meetings as required when underperformance is identified by the Contract Performance Manager. Meeting will review and discuss provider's contribution to Sustainable Development.</p>	<p>Contract Performance Managers have regular contact with the Prime Providers and oversee all elements of the contracts. The internal CFO performance meeting is an opportunity for the Engagement Manager to discuss Sustainable Development and any underperformance with any Contract Performance Managers.</p> <p>Attending CFO Prime Provider meetings when underperformance is raised will allow the CFO Engagement Manager an opportunity to provide address underperformance and provide support where required.</p>	CFO Engagement Lead	Attendance at monthly CFO Performance meetings and Sustainable Development features on each CFO Provider performance agenda.





	<p>CFO Engagement Lead to request a 6 month report from providers to detail their ongoing commitment to Sustainable Development and evidence of energy figures.</p> <p>Provide ongoing support to prime providers to encourage SD ideals to feature in CFO delivery</p>	<p>Prime Providers will submit bi-annual reports to ensure Sustainability remains high on their agenda and they are reporting against each element within the implementation plan. Any underperformance can subsequently be addressed.</p> <p>To ensure Prime Providers are reporting Sustainability on a regular basis the CFO Engagement Manager will regularly engage and offer tailored support to help develop/improve their policies and plans and help to embed into everyday delivery of the project.</p>	<p>CFO Engagement Lead</p> <p>CFO Engagement Lead</p>	<p>6 monthly reports completed by each prime provider to evidence their ongoing commitment to Sustainable Development and lack of information is addressed accordingly.</p> <p>Meetings have taken place with each prime provider to discuss Sustainable Development and the importance of a policy and implementation plan. All six monthly updates are reviewed by the Engagement Manager and lack of information or commitment is addressed accordingly.</p>
	<p>Policy lead to promote sustainable development within the SMT meetings to ensure sustainability is included in each management decision.</p>	<p>In order for Sustainability to be embedded within CFO policy decisions as well as contract management of the supply chain the CFO policy lead will promote Sustainability in Senior Management Meetings.</p>	<p>CFO Policy Lead</p>	<p>As and when required.</p>



Sustainable Development Plan- Social Aspect- CFO3 Providers



SD Goal	Objective	Target/Bench Mark	Measuring Performance
<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> 	<p>Contract Performance Managers to review on a monthly basis whether providers are achieving set CFO targets relating to:</p> <ol style="list-style-type: none"> 1. Enrolment 2. EWOP's 3. EOL's 4. gaining a qualification <p>CFO pre-approve all education/accredited courses to ensure correct opportunities are available to the CFO cohort.</p>	<p>Each prime provider has region specific targets (available upon request)</p>	<p>Contract Performance Manager to chair performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. (Performance minutes available in performance folder) Monthly performance targets available upon demand.</p>
<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> 	<p>Contract Performance managers to review on a monthly basis whether the providers are achieving set CFO targets relating to 'Assisted into Employment' and 'secured employment'.</p>	<p>Each prime provider has region specific targets.</p>	<p>Attend monthly performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. (Performance minutes available in performance folder) Monthly performance data available.</p>
<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>The key aim of CFO is to deliver provision to offenders who are deemed as hardest to help and furthest from the labour market. Prime Providers tailor provision to offender's individual needs in order to promote effective rehabilitation.</p>	<p>Each prime provider has set targets for all ESF demographics (female, 55+, disabled & ethnic minorities).</p>	<p>Offenders progressing through the CFO programme were assessed 12 months after leaving the programme to see whether they reoffended. The results evidenced participants had a reoffending rate of 35%, a reduced</p>




	<p>Offenders are required to meet a strict CATS assessment to determine whether they meet the criteria as 'hard to help'.</p>		<p>reoffending rate of 6 percentage points from the comparison group. The participants on the CFO programme who did reoffend committed fewer offences than offenders not on the programme. Participants on the CFO programme took longer to reoffend than offenders not on the programme.</p> <p>The study will be repeated to reflect reoffending rates for 2018-2019, data will be available mid-2022.</p>
<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> 	<p>CFO work with 'hard to help' offenders to achieve the aims of which is to reduce reoffending and protect the public. Each offender is assessed before accessing CFO provision and those furthest from the labour market will be targeted and worked with to ensure they are supported by the justice system.</p> <p>Each CFO provider is expected to achieve CFO set targets for the number of Enrolments per month.</p>	<p>Region specific targets for Enrolments</p>	<p>Attend monthly internal CFO performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. CFO Engagement Manager to distribute Sub-Group templates to providers. The templates will be monitored to examine the work providers are completing each month with the help the hard to help groups within the offender cohort.</p>



Sustainable Development Plan- Social Aspect- CFO Activity Hub Providers

SD Goal	Objective	Target/Bench Mark	Measuring Performance
<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> 	<p>Contract Performance Managers to review on a monthly basis whether CFO Activity Hub Providers are achieving targets relating to education.</p>	<p>CFO Hub Providers delivering CS06: Literacy & Numeracy</p>	<p>Contract Performance Manager to chair performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. (Performance minutes available in performance folder)</p> <p>Monthly performance targets available upon demand.</p>
<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> 	<p>Contract Performance managers to review on a monthly basis whether the providers are achieving set CFO targets relating to employment focused activity codes.</p>	<p>CFO Hub Providers delivering;</p> <p>CS08: Employment focused programmes that lead to real & fulfilling jobs</p> <p>CS09: Gaining work-related qualifications, gaining employability skills</p> <p>CS10: Work Related Mentoring</p> <p>CS13: Career Advice</p>	<p>Contract Performance Manager to chair performance meetings to assess whether prime providers meet their targets in respect of set activity codes and record action if providers are under performing. (Performance minutes available in performance folder)</p> <p>Monthly performance data available.</p>



<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p> 	<p>The key aim of CFO is to deliver provision to offenders who are deemed as hardest to help and furthest from the labour market. Prime Providers tailor provision to offender's individual needs in order to promote effective rehabilitation. Offenders are required to meet a strict CATS assessment to determine whether they meet the criteria as 'hard to help'.</p>	<p>CFO Hub Providers meeting enrolment target per month</p> <p>Each prime provider has set targets for all ESF demographics (female, 55+, disabled & ethnic minorities).</p>	<p>Contract Performance Managers to utilise monthly performance figures to examine underperformance for enrolments and stated ESF demographics. Monthly performance minutes and data available</p>
<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>CFO work with 'hard to help' offenders to achieve the aims of which is to reduce reoffending and protect the public. Each offender is assessed before accessing CFO provision and those furthest from the labour market will be targeted and worked with to ensure they are supported by the justice system.</p>	<p>Activity codes listed below support promoting peaceful and inclusive societies.</p> <p>HC04: Doing good to be good</p> <p>HC07: Cognitive Behavioural Therapy</p> <p>HC11: Specific projects (social good)</p>	<p>Contract Performance Manager to chair performance meetings to assess whether Providers meet targets in respect of set activity codes as per contract award.</p>



CS02: Relationship & Coaching Interventions

CS03: Community Capital- Meaningful position and value within your community

CS04: Sense of purpose, meaning and recognition of your worth from others

IS02: Cognitive behavioural programmes that target attitudes