

Building Voluntary and Community Sector Involvement in Integrated Offender Management

How Voluntary and Community Sector organisations can engage with local Integrated Offender Management arrangements and other Criminal Justice System structures

April 2012

Resource 4 of 7

1. Introduction

This is the fourth in a series of resources that draw on the learning from *Building Voluntary and Community Sector Involvement in Integrated Offender Management*, a programme that was funded by the Home Office and managed by Clinks.¹

The series is primarily intended to help key stakeholders involved in local Integrated Offender Management (IOM) arrangements to identify and start to involve potential local Voluntary and Community Sector (VCS) partners, but it may equally help VCS organisations to think about how to develop a network and make stronger links with commissioners. This resource in particular aims to help local VCS organisations to engage more effectively with local IOM arrangements and in other Criminal Justice System (CJS) structures.

The other resources in the series include:

- Resource 1** The added value of VCS partners in Integrated Offender Management arrangements
- Resource 2** Mapping and engaging with potential VCS partners
- Resource 3** The potential brokerage role of Local Support and Development Organisations²
- Resource 5** Strategic partnership working
- Resource 6** Operational partnership working
- Resource 7** IOM: the rural partnership challenge

The series is accompanied by a number of online supplements which provide additional material to support all seven resources:

- Supplement 1** Integrated Offender Management: A briefing
- Supplement 2** Overview of the project: *Building Voluntary and Community Sector Involvement in Integrated Offender Management*
- Supplement 3** Glossary of acronyms
- Supplement 4** Bibliography and linked resources

¹ Clinks is a national membership organisation that supports the work that Voluntary and Community Sector organisations undertake within the Criminal Justice System of England and Wales. Their vision is to see an independent, vibrant and well-resourced Voluntary and Community Sector, working in partnership to promote the rehabilitation of offenders. For more information see <http://www.Clinks.org>

² LSDO: Local Support & Development Organisation – a charitable body such as a Council for Voluntary Service that typically provides a range of support services for all the Voluntary and Community Sector (VCS) organisations within its area. This might include help with organisational development, funding advice, training, and co-ordinating the sector's engagement with and representation on local strategic groupings. Many LSDOs have Volunteer Centres attached to their organisations or work very closely with them.

2. Background

Levels of VCS involvement in IOM appear to vary considerably from place to place.³ A 2009 NOMS-commissioned evaluation of VCS involvement in four national IOM pioneer sites found that although in three of the four sites a number of larger VCS organisations were closely involved as full delivery partners within IOM arrangements, a much wider set were only engaged with more sporadically as referral agencies.⁴ The same three sites involved at least one VCS organisation on their project steering groups, but across all four sites the involvement of the Sector as a full strategic partner was negligible.

It was against this background that Clinks was invited to work in partnership with the Home Office between November 2010 and April 2011, to strengthen the role of the VCS in IOM in four different 'development and demonstration' areas: Bournemouth, Dorset & Poole; Croydon; Gloucestershire; and Leeds.⁵ Crucially, it was stipulated that grants could only be awarded to projects led by local VCS organisations. Statutory partners involved in IOM needed to give their support to the proposals, but could not hold the funds or direct the work undertaken. The Home Office was keen to use this mechanism to give the VCS a stronger foothold, and to see how far it enabled the VCS to develop a more equal role in strategic local IOM arrangements.

Each local programme of work was overseen by a VCS-led, multi-agency steering group. A wide range of activity was funded across the four areas, which could broadly be categorised under four main headings:

- Establishing strategic partnerships and capacity building within the VCS to engage with local IOM arrangements;
- Developing and delivering innovative services to offenders managed under IOM arrangements;
- Providing opportunities for volunteering and mentoring with and by offenders managed under IOM arrangements;
- Piloting the use of small seed-corn grants to involve small VCS organisations.

The Hallam Centre for Community Justice at Sheffield Hallam University was commissioned by the Home Office to undertake an evaluation of the project.⁶ One of the aims of the evaluation process was to capture the very diverse experiences of all the organisations involved in the programme which could be used to help others to develop the role of VCS partners in their local IOM arrangements. These factors were analysed and collated as part of the evaluation and have very much informed the development of this series of resources.⁷

³ See Supplement 1 for more information about IOM.

⁴ Kevin Wong & Christopher Hartworth. 2009. *Integrated Offender Management and Third Sector Engagement: Case studies of four pioneer sites*.
Online: <http://www.barefootresearch.org.uk/wp-content/uploads/Integrated-Offender-Management-and-Third-Sector-Engagement%E2%80%A6.pdf>
[Last accessed 24/1/12]

⁵ See Supplement 2 for more information about the project.

⁶ Kevin Wong, Caroline O'Keeffe, Linda Meadows, Joanna Davidson, Hayden Bird, Katherine Wilkinson & Paul Senior. 2012. *Increasing the voluntary and community sector's involvement in Integrated Offender Management*.
Online: <http://www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/crime-research/horr59/> [Last accessed 14/03/2012]

⁷ This resource draws heavily on the practice learning from the evaluation of *Building Voluntary and Community Sector (VCS) Involvement in Integrated Offender Management*, undertaken by the Hallam Centre for Community Justice at Sheffield Hallam University. See also Kevin Wong *et al.* 2012.

3. The challenges to VCS engagement with local IOM arrangements and other CJS structures

The following case study from the programme illustrates some of the current challenges confronting effective VCS engagement with local IOM arrangements and other key structures and partnerships within the local Criminal Justice System (CJS).

The initial preparedness of the four area lead VCS agencies to engage with local IOM arrangements

Across three of the four areas (Bournemouth, Dorset & Poole; Croydon; Gloucestershire), Local Support and Development Organisations (LSDOs) took the leading role in facilitating and managing VCS involvement in the funded partnership work.⁸ All were at very different starting points in terms of their awareness of the CJS and the development of key strategic relationships, and they were probably fairly representative of LSDO experience in other parts of England and Wales:

- None knew very much, if anything, about IOM generally or about their local IOM arrangements;
- All had gaps in their existing knowledge of local VCS organisations working with offenders and their families;
- One had developed good links with its local Criminal Justice Board and was starting to develop a programme of work around VCS engagement with the wider CJS, following a partnership event aimed at all sectors.
- Another was developing links with its Probation Trust and local prisons and had worked with Clinks to hold an 'Open Space' event bringing partners from all sectors together to debate how to make the area safer.
- The third LSDO provided VCS representation on the local Community Safety Partnership via its Chief Executive, but the wider staff group had very limited knowledge of local IOM arrangements or the working of the wider CJS and few established relationships with key partner agencies such as Probation.

The LSDOs involved in the programme were not alone in having limited knowledge or understanding of IOM or its distinctive partnership approach to the management of offenders under local IOM arrangements. The evaluation of the programme found equally mixed levels of understanding of IOM among the local VCS partners involved in service delivery, even where they had some existing links to statutory partners such as their Probation Trust:

While knowledge of IOM was evident to some degree in those agencies that had previously worked with statutory agencies, many of the VCS organisations that were delivering local projects (particularly the smaller agencies receiving seed corn grants) had in some cases a very limited understanding of IOM (despite receiving information about IOM at events that they attended).⁹

⁸ LSDO: Local Support & Development Organisation – a charitable body such as a Council for Voluntary Service that typically provides a range of support services for all the Voluntary and Community Sector (VCS) organisations within its area. This might include help with organisational development, funding advice, training, and co-ordinating the sector's engagement with and representation on local strategic groupings. Many LSDOs have Volunteer Centres attached to their organisations or work very closely with them.

⁹ Kevin Wong *et al.* 2012.

Challenges to engagement among recipients of seed-corn grants in Croydon

Croydon Voluntary Action (CVA) allocated 23 small grants of up to £2,000 to support innovative work being carried out by new, emerging VCS organisations delivering services for offenders and ex-offenders. The process was supported by CVA's experienced Grants Administration Team, and grants were typically awarded to small grassroots community organisations (including a number of BAME groups) that used the funding to develop services including:

- Debt advice to women referred by the Women's Court worker;
- Self-development workshops for individuals on Community Payback scheme;
- Social Enterprise development;
- Support to young fathers leaving prison;
- Leadership through sport;
- Work with the immigration service.

Most of the funded organisations did not see themselves as specifically working in the offender management field, although the programme showed that they had an important role to play in addressing specific offender needs within 'hard to reach' groups. However some organisations (especially within BAME communities) felt very remote from the commissioning process. They wished to develop relationships but felt they were at a disadvantage because they lacked knowledge of local IOM arrangements and had no established contacts within key partner agencies such as the Probation Trust. These groups were grateful for the facilitation role that CVA played in enabling them to participate in the programme activity. This collaborative, facilitated approach was considered important in enabling a much wider set of such organisations and groups to learn about and engage with local IOM arrangements and wider CJS partnerships.

These examples clearly highlight the need for more awareness raising work to be undertaken by statutory partners involved in local IOM arrangements, or commissioned from an LSDO, to increase the level of VCS organisations' understanding of IOM and to encourage their engagement with partnership arrangements for its delivery.

Clinks and the Home Office would equally urge VCS organisations to take steps individually or collectively to understand this and other CJS structures more fully, in order to be able to play their full part in shaping and delivering services to offenders within the emergent commissioning landscape.

4. Understanding local IOM arrangements and other CJS structures and exploring the potential for VCS engagement

Integrated Offender Management is not a new programme or scheme that has been superimposed on top of existing local arrangements. Rather, it is a locally agreed strategic framework for bringing together different offender-focused programmes and approaches. The aim is to achieve more coherent, coordinated and efficient arrangements for responding to the crime and reducing re-offending challenges in the local area. (See Supplement 1: *A Briefing on Integrated Offender Management* for more information.)

The government has clearly indicated in its Green Paper *Breaking the Cycle* and in other policy statements that it values the integrated partnership approach inherent in IOM and views it as making a positive continuing contribution to the reducing reoffending agenda.

*Managing offenders means striking the right balance between controlling them to protect communities and requiring them to take the action needed to change their criminal lifestyle. To help achieve this we will support delivery of a new partnership approach based on the principles of Integrated Offender Management.*¹⁰

Local IOM arrangements vary significantly from place to place and it is therefore not possible to provide a single explanation here of the IOM partnership model, the offenders it prioritises locally or the service delivery approaches that are adopted to manage those offenders. They typically bring together staff from all the agencies engaged in local CJS partnerships (Police, Probation, Prisons, plus other key statutory organisations such as Local Authorities and VCS organisations) to tackle the most prolific / repeat offenders in the community, including those released after serving sentences of less than twelve months who are not subject to any statutory supervision by their local Probation Trust.

Whatever shape they currently take, it is very clear that the partnerships being developed under local IOM arrangements will continue to play a key part in delivering local crime reduction strategies. From a VCS perspective, the strategic oversight of IOM arrangements by key statutory CJS agencies – Police, Probation, Prisons in partnership with Local Authorities and Health – means that engagement with IOM will automatically bring VCS organisations into strategic and / or operational contact with all these agencies and some of their wider CJS agendas. Investment of time in engaging and building relationships with partners involved in local IOM arrangements is therefore likely to stand any VCS organisation in good stead as the commissioning agenda develops.

The wider commissioning landscape across the CJS is changing rapidly at both national and local levels and it is not the intention of this short resource to provide a comprehensive overview of these changes. There are, however, a number of key developments that will interact with, and impact on, local IOM arrangements and the other CJS structures that the VCS may seek to engage with, such as:

- the election of a Police and Crime Commissioner (PCC) within every police force area in England & Wales in November 2012 (excluding London where the new PCC functions passed to the elected Mayor in January 2012, and are now being implemented through the Mayor's Office for Policing and Crime). The PCC will hold a budget for community safety and will be responsible for co-operating with the CJS in their area, working with partners and funding community safety activity to tackle crime and disorder by commissioning crime reduction and community safety services and activity that support their objectives;¹¹
- the changing role of Community Safety Partnerships, which will have a reciprocal duty to work closely with the PCC to identify local crime reduction priorities, and whose funding from the Community Safety Fund will transfer to PCCs from 2013/14; and
- the Review of the *Future Shape of Probation Services* (publication imminent), a wide-ranging review taking in all aspects of the future structure and function of Probation Services in England and Wales and their role as a commissioner and provider of offender management services.

¹⁰ Ministry of Justice. 2010. *Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders*. Online: <http://www.official-documents.gov.uk/document/cm79/7972/7972.pdf> [Last accessed 2/3/2012]

¹¹ Clinks has been funded by the Home Office to lead a national partnership, *Safer Future Communities*, to support frontline Voluntary, Community and Social Enterprise (VCSE) organisations in preparation for the arrival of Police and Crime Commissioners in November 2012. The ambition of Safer Future Communities is to build a strong, vibrant and influential VCSE network in each of the PCC areas in England and Wales to ensure their knowledge of local needs is recognised in developing local policing plans. See: <http://www.clinks.org/services/sfc> for full information.

In light of these developments it is becoming increasingly important for VCS organisations working with offenders and their families to understand their own local IOM arrangements and other CJS bodies such as Community Safety Partnerships and Police and Crime Commissioners, in order to develop their engagement and involvement (both individually and collectively) in the future commissioning landscape.

5. Engagement by a single VCS organisation

At an individual, operational level, a VCS organisation wishing to make its services known to local partners involved in IOM and to engage with local IOM arrangements as a delivery or referral partner could readily identify its local IOM leads by contacting the Probation Trust and asking for contact details.

Some of the challenges and opportunities of operational involvement with local IOM arrangements are explored in greater detail in Resource 6, *Operational partnership working*, and it is strongly suggested that VCS organisations should consider these issues carefully before embarking on this path.

Building on the practice learning from the evaluation of *Building Voluntary and Community Sector (VCS) Involvement in Integrated Offender Management*, the Hallam Centre for Community Justice at Sheffield Hallam University has also produced a helpful checklist for VCS organisations to assess their own organisational readiness to engage with local IOM arrangements, which is appended here (Appendix 1).

However, it is strongly suggested that a collaborative approach to the statutory partners involved in local IOM arrangements, facilitated by a lead local VCS organisation, would offer a more effective route to engagement and involvement, especially from small VCS organisations that may lack established understanding of, or relationships with, these agencies. Hard-pressed statutory partners will find it much easier to respond to a collective request for information sharing and the development of a more active relationship with the Sector than to deal piecemeal with myriad approaches from individual organisations.

6. Strategic and operational engagement by more than one VCS organisation

Given the key role played by LSDOs in this programme (see especially Resource 3, *The potential brokerage role of Local Support and Development Organisations*), an LSDO could actively take a lead (or be invited to lead) in bringing VCS partners together for initial discussion of VCS engagement in local IOM arrangements and wider CJS structures.

Where an LSDO is unable to take on such a role, the lead role could be taken by a trusted VCS partner, as happened within this programme in Leeds. In that area, the brokerage role was taken by West Yorkshire Community Chaplaincy Project (WYCCP). Drawing on its extensive experience in providing services to support offenders on release from prison, WYCCP was able to draw on its existing knowledge and links with other key VCS partners such as Foundation Housing and bring all partners together to develop VCS involvement in a new multi-agency IOM Hub at the gate of HMP Leeds.

Where necessary, advice on identifying a suitable local lead could be sought from the lead VCS organisation identified by the Safer Future Communities initiative. This national partnership, led by Clinks, is currently developing and supporting a network of VCS organisations in each Police Force area in England and Wales, in order to prepare and support the local Sector to engage with their elected Police and Crime Commissioners and wider commissioning landscape.¹² The vast majority of these network leads are LSDOs, and in 2012-13 they will be actively building relationships with key statutory partners and with the many VCS organisations and groups that have an interest in community safety and crime reduction in all their local areas. They are therefore well placed to advise on the potential to develop more localised networks and collaborative arrangements within each local IOM area.

Any VCS organisation considering taking a leading 'brokerage' role or playing a more strategic role in local IOM arrangements, perhaps as a VCS representative on the IOM Board or other CJS partnership, clearly needs to consider its own readiness and capacity to undertake that role, and what wider implications it might have for the organisation. The checklist at Appendix 2 has been developed by the Hallam Centre for Community Justice at Sheffield Hallam University to enable VCS organisations to assess their own readiness to engage with local IOM arrangements as a strategic partner and / or broker of relationships between VCS and statutory agencies.

In considering the best starting point for such work, it would be helpful for the identified lead agency to make some preliminary enquiries about any existing local networks or fora providing opportunities for engagement between the VCS and key statutory partners involved in the CJS or wider community safety agenda, and to identify any existing VCS representatives on Community Safety Partnerships or other strategic partnership structures.

An initial meeting might then be convened to bring together a small number of local VCS organisations already known to provide services to offenders. Such a meeting could usefully start by discussing current VCS awareness of, and engagement with, local IOM arrangements and other CJS structures. VCS partners could then identify common issues and pool knowledge of existing contacts and relationships with key partners as the basis for developing an action plan. This might include:

- undertaking some preliminary mapping of key statutory partners involved in local IOM arrangements and of VCS organisations already known to provide services to offenders and their families;
- making individual contacts based on any existing relationships with statutory and VCS partners involved in IOM, to explain the interest of the group, seek additional information about local IOM arrangements, and explore the potential for joint working; and
- bringing an initial multi-agency grouping together to explore the potential for further operational and strategic engagement and involvement by VCS partners.

¹² See footnote 11. The list of identified local Safer Future Communities VCS network leads, one per Police Force / PCC area, may be found at: <http://www.clinks.org/services/sfc>

7. Achieving effective partnerships with statutory partners involved in local IOM arrangements

A key part of the evaluation of *Building Voluntary and Community Sector (VCS) Involvement in Integrated Offender Management* involved participants identifying those characteristics which were associated with ensuring effective working with statutory agencies, and effective partnership working more generally.

The following two lists have been suggested by the Hallam Centre for Community Justice at Sheffield Hallam University as things VCS organisations might need to do in order to achieve successful involvement in local IOM arrangements, either operationally or strategically. The first list looks at working with statutory agencies; the second is aimed at partnership working more generally.

7.1 Working with statutory agencies

7.1.1 Working across organisational cultures

- Seek opportunities to increase your understanding of their drivers and goals.
- Understand and accept differences in cultures and approaches; leverage the particular strengths, skills and orientations of both sets of organisations.
- Take account of the different perceptions of professionalism in different types of organisations.
- Show persistence in the face of bureaucracy.

7.1.2 Positioning your organisation and 'selling' your services

- Be prepared to sell what you do and raise the profile of what you can offer.
- Position your organisation to maximise opportunities presented by current government policies which support the role of the VCS.
- Ensure that you can demonstrate that your organisation can 'hit the ground running' and has an understanding and appreciation of the statutory sector's environment.
- Show how your organisation can help the statutory agencies to deliver their targets and outcomes and/or how your services complement theirs'.
- Maintain a proactive approach and demonstrate the value of VCS involvement. If you are not getting referrals, ask why; take a role in educating commissioners as to the potential of VCS organisations, and highlight any additional expertise and resource you bring.

7.1.3 Communicating effectively and sharing information

Seek to agree information-sharing protocols at an early stage; ensure the information you need is realistic and proportionate to your needs; be prepared to share information both ways.

- Co-location can encourage and facilitate cross-organisational working.

7.1.4 Building capacity

- National and local VCS infrastructure organisations can provide a useful bridge / conduit to statutory sector partners.
- Consider working in partnership / as a consortium with other VCS organisations to increase capacity, capability and credibility.
- Draw on experience and skills within statutory agencies to develop your organisation's skill base and capability.

7.2 Effective partnership working

7.2.1 Focusing your partnership

- Form your partnership around a specific issue or funding rather than trying to achieve partnership where there is no unifying goal / aim.
- Keep the users' needs at the centre of your activities, and seek to involve them directly in the work. Ensure their needs are the focus, rather than internal organisational issues.
- Maintain a strategy which focuses on collaboration not competition.
- Ensure clear purpose and terms of reference.

7.2.2 Maintaining awareness of potential partners

- Keep abreast of all the potential partners who deliver services which overlap or are complementary, including those who do not work specifically with offenders but for whom offenders may be a potential or actual user group.

7.2.3 Communicating and sustaining your partnership

- Ensure partners have the necessary authority to take decisions or action.
- Allow time for partnerships to develop but ensure that momentum is maintained.
- Consider and agree mechanisms for communicating and meeting; strive for a balance that is proportionate and the minimum required.

Acknowledgements

Clinks and the Home Office would like to express thanks to all the staff from the four programme areas who assisted in the production of these resources by reviewing drafts, suggesting amendments, and contributing additional materials. We are also grateful for the opportunity to draw on the practice learning from the evaluation of *Building Voluntary and Community Sector (VCS) Involvement in Integrated Offender Management*, undertaken by the Hallam Centre for Community Justice at Sheffield Hallam University.

Author and editorial group

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Feedback or further information

If you have any feedback on the resources, are seeking further information about the programme, or would like to share your own advice/experiences on involving VCS organisations in IOM arrangements, please contact:

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Appendix 1

Assessing organisational readiness for operational engagement with IOM as a referral or service delivery partner ¹³

Question	Yes	No	Partially	If no/partially, what action will be taken to address these issues?
<p>Knowledge</p> <p>Do you know what IOM arrangements are in your local area; how the offenders managed under the IOM arrangements are defined; to what extent other VCS partners are already delivering operational services within IOM arrangements; how to start to engage with the teams under local IOM arrangements?</p>				<p>If the answer to this first question is 'no', it is suggested you should not go any further until you have undertaken some local research to understand the local IOM arrangements. Your Probation Trust should be able to direct your enquiries to the relevant IOM Team. You may also receive helpful support from the local Safer Future Communities network lead – see Footnote 11 for information.</p>
<p>Needs</p> <p>Do you have any picture of the identified needs (especially any currently unmet service needs) of the offenders managed under the IOM arrangements in your local area? Do these correspond with the kinds of services your organisation could deliver or support?</p>				
<p>Benefits</p> <p>Have you clearly identified and articulated the organisational benefits of delivering services to offenders managed under IOM arrangements?</p>				
<p>Costs</p> <p>Have you considered the costs to the organisation of delivering services to offenders managed under IOM arrangements?</p>				
<p>Risks</p> <p>Have you clearly identified and articulated any risks to the organisation of delivering services to offenders managed under IOM arrangements?</p>				
<p>Trustee understanding</p> <p>Do your trustees have an understanding of the costs, benefits and risks of delivering services to offenders managed under IOM arrangements?</p>				

¹³ This resource was developed by the Hallam Centre for Community Justice at Sheffield Hallam University, adapted from: *Kevin Wong. 2006. Self-assessment tools for voluntary, community and faith organisations to prepare for NOMS and deliver effective services to offenders.* London: Nacro.

Question	Yes	No	Partially	If no/partially, what action will be taken to address these issues?
<p>Organisational strategy/Trustee support</p> <p>Does working as an operational/ service delivery partner within local IOM arrangements fit with your existing organisational strategy? Or do your trustees support this as a development of your organisational strategy?</p>				
<p>Regulation/governance</p> <p>Have you considered any regulatory or governance implications of your delivering services to offenders managed under IOM arrangements?</p>				
<p>Measurement and impact</p> <p>Have you considered how you will measure/evaluate the impact or performance of your service?</p>				
<p>Staff skills and development needs</p> <p>Do your staff (paid and unpaid) have the necessary skills, expertise and experience to deliver services to offenders within IOM? Specific skills/experience might include:</p> <ul style="list-style-type: none"> • Working with repeat offenders • Understanding of IOM/Criminal Justice processes and procedures • Case management • Data handling and data protection <p>Have you identified any training or development needs? Have you identified where you can get support and help in relation to training needs of your staff?</p>				
<p>Alternative providers</p> <p>Have you made an assessment of the availability of alternative providers of the services you are delivering / planning to deliver?</p>				

Question	Yes	No	Partially	If no/partially, what action will be taken to address these issues?
<p>Benchmarking</p> <p>Have you benchmarked your service (price, quality, effectiveness) with your competitors in the public, private and VC sectors?</p>				
<p>Service user consultation</p> <p>Have you consulted with service users about your services / proposed services?</p>				
<p>Commissioner consultation</p> <p>Have you consulted with commissioners, purchasers of your services about your planned/actual services?</p>				
<p>Stakeholder relationships</p> <p>Do you have appropriate relationships in place with partners or other stakeholders necessary to delivery of your service?</p>				
<p>Impact on policies and procedures</p> <p>Have you considered the likely requirement / impact on the following policies and procedures?</p> <ul style="list-style-type: none"> • Information-sharing protocols • Equality and diversity • Partner agency agreements • Risk management 				
<p>Insurance</p> <p>Do you have appropriate levels of insurance to cover your service?</p>				
<p>Continuous improvement</p> <p>Do you have continuous improvement processes in place to ensure that you can review and improve the delivery of your service?</p>				

Appendix 2

Assessing organisational readiness for IOM as a strategic partner and / or broker of relationships between VCS and statutory agencies ¹⁴

Question	Yes	No	Partially	If no/partially, what action will be taken to address these issues?
<p>Current position</p> <p>Are you already engaged at a strategic level with local IOM arrangements?</p> <p>Or</p> <p>Do you have existing strategic relationships with:</p> <ul style="list-style-type: none"> • Other statutory sector partners e.g. Probation Trust, Police, Prison, Local Authority, Primary Care Trust, Community Safety Partnership? • Other VCS organisations engaged at a strategic level with IOM or involved in delivering services for offenders? 				
<p>Current knowledge</p> <p>Is your organisation already knowledgeable about IOM, other statutory agencies, local CJS structures and existing strategic partnerships such as the Community Safety Partnership and/ or IOM governance arrangements?</p>				
<p>Staff skills</p> <p>Have you identified staff with the necessary skills to engage as a strategic partner/broker with IOM?</p>				
<p>Staff time</p> <p>Do the staff identified have sufficient time to invest in engagement at a strategic level or in a brokerage role with IOM?</p>				
<p>Staff development</p> <p>Have you considered any staff training or development needs that engaging strategically with IOM might require? Have you identified where you can get support and help in relation to training needs of your staff?</p>				

¹⁴ This resource was developed by the Hallam Centre for Community Justice at Sheffield Hallam University, adapted from: *Kevin Wong. 2006. Self-assessment tools for voluntary, community and faith organisations to prepare for NOMS and deliver effective services to offenders.* London: Nacro.

Question	Yes	No	Partially	If no/partially, what action will be taken to address these issues?
<p>Organisational strategy</p> <p>Does strategic engagement or brokerage with IOM fit with your organisation's strategy?</p>				
<p>Organisational support for VCS involvement</p> <p>Does VCS involvement in IOM feature in the strategic plans of relevant partnerships and agencies?</p>				
<p>Benefits</p> <p>Have you clearly identified and articulated the organisational benefits of engaging strategically or in brokerage with IOM?</p>				
<p>Costs</p> <p>Have you considered the costs to the organisation of engaging strategically or in brokerage with IOM?</p>				
<p>Risks</p> <p>Have you clearly identified and articulated any risks to the organisation of engaging strategically or in brokerage with IOM?</p>				
<p>Trustee understanding</p> <p>Do your trustees have an understanding of the costs, benefits and risks of engaging strategically/ brokerage with IOM?</p>				
<p>Trustee support</p> <p>Do your trustees support this as a development of your organisational strategy?</p>				
<p>Regulation/governance</p> <p>Have you considered any regulatory or governance implications of your strategic engagement with IOM?</p>				