

**Building Voluntary and Community Sector  
Involvement in Integrated Offender Management**

# **Supplement 2**

**Building Voluntary and Community Sector Involvement  
in Integrated Offender Management: An Overview**

Supplement 2 of 4

# 1. Background to Voluntary and Community Sector involvement in Integrated Offender Management

## 1.1 Historical factors:

- Community Safety Partnerships (CSP) took on a broader accountability and reducing reoffending in their local areas became a statutory responsibility from April 2010, with Probation Trusts becoming statutory partners within the CSPs.
- Prior to that, individual Voluntary and Community Sector (VCS) organisations working with offenders were encouraged to build relationships with Probation Areas, Regional NOMS Commissioners, or individual prison establishments, all thematically focused on the Reducing Reoffending Pathways. CJS commissioners likewise did not have a particularly local focus and their relationship with local VCS providers was therefore sporadic.
- A recent Clinks survey (responses from 196 VCS organisations) thus revealed 48% working with their CSPs but 52% not.

## 1.2 Integrated Offender Management and the VCS:

- The recent development of local Integrated Offender Management (IOM) approaches, as a means of working intensively in partnership across agency boundaries with the most prolific and high priority offenders in local communities, has highlighted a gap in local engagement by statutory partners with VCS organisations.
- Although IOM arrangements have been different in every local area across England and Wales, typically they bring together agencies engaged in local CJS partnerships (Police, Probation, Prisons) and other key statutory partners such as Local Authorities as well as VCS organisations, to reduce reoffending. Their target group includes those released after serving sentences of less than twelve months who are not subject to any statutory supervision by their local Probation Trust.
- Levels of VCS involvement in IOM have varied considerably from place to place. A 2009 NOMS-commissioned evaluation of IOM engagement with the VCS in four of the IOM pioneer areas found only limited engagement with the VCS in three of the four areas.<sup>1</sup> VCS organisations were typically being engaged with sporadically only as referral partners, rather than as full delivery partners or strategic/managerial partners.

## 1.3 The potential role of Local Support and Development Organisations<sup>2</sup>:

- Local Support and Development Organisations (LSDOs) such as Councils for Voluntary Service appear well placed to play a key role in overcoming these difficulties and enabling VCS involvement in local IOM arrangements both operationally and strategically, but historically they may have played little part in the work of the CJS.<sup>3</sup>

1 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]

2 LSDO: Local Support and 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. These might include help with organisational development, funding advice, training, and co-ordinating the sector's engagement with and representation on local strategic groupings such as the Local Strategic Partnership. Many LSDOs have Volunteer Centres attached to them.

3 See: <http://www.clinks.org/publications/discussion-papers> [Last accessed 24/1/12]

- By mid-2010 there had however been some positive experiences, such as Clink's South West Development Project and through national partnership work with NAVCA, of supporting LSDOs to move into this new area of work.<sup>4</sup>
- In preliminary discussions of this project with the Home Office between June and August 2010, one of the perceived aims was therefore to explore the potential role of LSDOs in facilitating and brokering local VCS involvement in IOM.

## 2. The Home Office / Clinks Project

### 2.1 Project start-up

- As the national umbrella body for voluntary organisations working with offenders, Clinks was invited to work in partnership with the Home Office between 1<sup>st</sup> September 2010 and 31<sup>st</sup> March 2011, to strengthen the role of the Voluntary and Community Sector (VCS) in Integrated Offender Management (IOM) in four selected 'development and demonstration' areas of the country:
  - Bournemouth, Dorset & Poole
  - Croydon
  - Gloucestershire
  - Leeds
- The Home Office allocated a grant fund of £500,000 to support this work, to be managed by Clinks and spent by the end of March 2011. Although the timescale for the project was extremely challenging, it represented a highly innovative approach within the Home Office to project funding, in that Clinks was empowered to develop and implement its own grant application and award processes without direct oversight by the Home Office, although regular steering group meetings were convened by the Home Office over the course of the project to check on progress.
- Crucially, it was stipulated by the Home Office that grants could only be awarded to projects clearly led by local VCS organisations. Statutory IOM partners needed to give their support to the VCS-led proposals, but could not hold or allocate the funds or direct the work undertaken. The Home Office was keen to use this mechanism to give the VCS a greater share of power, and to see whether it enabled the VCS to develop a more equal role in strategic local IOM management
- An independent evaluation of the project was commissioned by the Home Office from Sheffield Hallam University.<sup>5</sup>

### 2.2 Project outcomes and principles

- By 31<sup>st</sup> March 2011, the four selected areas were expected to show that they had achieved enhanced VCS involvement in local IOM arrangements, demonstrated by one or more of the following outcomes:
  - greater involvement from the VCS in working with offenders;
  - an increased level of VCS input into IOM arrangements;
  - better linkages between VCS and statutory sector partners to implement IOM;
  - involvement of smaller VCS organisations that had not so far engaged with the criminal justice agenda;

<sup>4</sup> NAVCA is the national infrastructure organisation supporting LSDOs. NAVCA's "Supporting Work with Offenders project", based at NAVCA and supported by Clinks 2008-2011, was designed to offer LSDOs the information and resources required to enable them to effectively support frontline organisations that work with offenders, ex-offenders and their families. See: <http://www.navca.org.uk/localvs/supportingoffenders/> [Last accessed 24/1/12]

<sup>5</sup> 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]

- greater user involvement in decisions about services and support;
  - greater community engagement and involvement in identified neighbourhoods;
  - more local people involved in volunteering/mentoring/advising; and
  - reduced re-offending.
- Areas were also be expected to show:
    - that relevant VCS and key stakeholders within IOM arrangements had been fully engaged in the process of identifying priorities and developing and implementing the plans set out in the submission;
    - how they had engaged with specific local needs in relation to ethnicity / culture, disability and gender (either in the offender population groups or wider community).

### 2.3 Grant applications and awards

- The project was actively promoted to potential VCS and statutory IOM partners in the four agreed localities in September 2010, and Clinks provided support to partners in submitting their bids including preliminary local meetings, the provision of written guidance on the grant criteria and application process, and a workshop in each area mid-way through the bid timetable to give early feedback on draft proposals.
- Local consortium approaches were encouraged, and in fact the VCS partners in all four areas readily collaborated to submit a single consortium bid from each location, incorporating a range of different VCS-led work strands. Despite the very tight timescales, all the applications were received by 15<sup>th</sup> October 2010.
- Clinks set up a grants panel that included very experienced charitable trust funders to consider the grant applications. Grants were awarded according to the key criteria and principles agreed with the Home Office, and then released quickly by Clinks to enable partners to start work promptly from 1<sup>st</sup> November 2010. Some unspent funds were later allocated to proposed work strands that the panel felt required further development, or to enable some particularly innovative work, e.g. locally held small grant funds, to be expanded. Over the course of the project, the total funding allocated was £496,557.
- The local partnership work for the project was facilitated and coordinated in three of the four areas by LSDOs, namely: Bournemouth & Poole Councils for Voluntary Service and Dorset Community Action; Croydon Voluntary Action; Gloucestershire Association for Voluntary and Community Action (GAVCA) and Gloucestershire Assembly (the county's VCS Forum). In the fourth area, partners identified West Yorkshire Community Chaplaincy Project as the local VCS lead, because of that organisation's key role in the development of a new Leeds Forum for the VCS in the Criminal Justice System.
- A wide range of work was funded within each area, which included:
  - **Building strategic partnerships:** Mapping local VCS provision with the potential to support / engage within local IOM arrangements; building active e-networks; establishing VCS Fora; electing and training VCS representatives for Strategic Boards and Community Safety Partnerships; developing a Commissioning Framework.
  - **Capacity building the VCS to engage with local IOM arrangements:** Offering training for VCS organisations to work with offenders managed under IOM arrangements as volunteers; training workers in statutory agencies to recruit and support their own volunteers; establishing small grants funds to enable small, diverse grassroots community organisations to work with operational teams within IOM arrangements and engage with offenders managed under IOM arrangements; providing 'market place' opportunities for VCS and key stakeholders to network and make links.
  - **Developing new opportunities for volunteering with and by offenders:** Providing training and brokerage for mentoring of offenders under IOM arrangements, including peer mentoring;

offering small grants for VCS organisations to develop new volunteering opportunities for offenders managed under IOM arrangements.

- **Involving service users:** Establishing a user reference group to inform IOM planning and delivery; involving ex-offenders in the production of a DVD to highlight their experiences of resettlement.
- **Exploring the potential for local social action to increase capacity within IOM arrangements and responsiveness in very dispersed rural communities:** Raising awareness and assessing potential among rural community groups.
- **Developing innovative VCS service approaches to meet the identified needs of offenders managed under IOM arrangements:** Establishing a multi-agency 'hub' at the gate of HMP Leeds to offer 'wrap-around' services tailored to the needs of priority prisoners returning to Leeds; a new court-based assessment and referral service for women entering the CJS; feasibility studies for social enterprises providing training and work opportunities for offenders under IOM arrangements; piloting of a brief family interventions programme for offenders managed under IOM arrangements and their families.

## 2.4 Supporting delivery

- Clinks maintained supportive contact with all four areas throughout the period of the project. Wherever possible Clinks staff attended local steering group meetings and participated in the areas' final partnership events / conferences.

## 2.5 Outcomes and sustainability

- All four areas worked incredibly hard to drive their work streams forward and feel they achieved extremely positive outcomes and made significant strides in their learning about partnership working and innovation. The outputs / outcomes achieved by each project are briefly summarised in the table at Appendix 1.
- It would appear that, in different ways, all four projects achieved the enhanced VCS involvement in IOM arrangements that the Home Office was seeking (see section 2.2).
- At the end of the funded project, VCS partners were clearly very concerned about the sustainability of the innovative services for offenders that they had worked so hard to drive forward, although a surprising number have subsequently been finding ways to continue (as summarised in Appendix 1). Nonetheless all felt overwhelmingly positive about the programme and what it had enabled them to do. They were highly appreciative of the support they were receiving from key stakeholders at both senior and operational levels, and felt that partnership working had been significantly advanced in their areas.
- A number of partners have repeated that being given a leading role in the project has greatly enhanced local VCS credibility with statutory partners and this is having many other spin-offs in terms of the potential for wider joint working.
- In terms of strategic partnership working, all four areas have now established VCS e-networks and/or Fora to enable regular communication between statutory CJS partners and all the local voluntary, community and user-led organisations / groups that have voiced an interest in working with offenders and their families. Systems have been put in place to enable an accountable VCS representation on key CJS strategic boards and partnerships, and this should provide a lasting legacy for local IOM arrangements and wider local partnership working in the CJS.

## 2.6 What, with hindsight, could have been done differently?

- Overall, VCS partners have viewed the project very positively. Nonetheless, all have commented in their reports on things that, with hindsight, impacted on VCS involvement and could perhaps have been managed differently.
- All four areas have commented that, although the tight timetable for applications undoubtedly galvanised partners into action, there was too little time available to reflect together on how to maximize the impact of the funding or to involve a wider range of agencies. A three month lead in time (i.e. with the application process starting in early August rather than in mid-September 2010) would therefore have been more productive for a November 2010 project start date.
- This lack of planning time also meant that partners had little opportunity to think through some key issues (e.g. the suitability of the location proposed for the 6<sup>th</sup> Hub at HMP Leeds) and needed to react / learn as they went along. There was little opportunity to build induction / awareness sessions into the early stages of the work, and these gaps in mutual understanding between the sectors hampered operational progress and had to be addressed in an ad hoc way as the projects progressed.
- Statutory partners in particular had little time to consider the internal changes that would be required to truly develop partnerships with the VCS, particularly during a period of great structural change. For many partners, this meant that real progress in partnership / service delivery terms was only really evident from late January 2011.
- In all four areas, each partner agency allocated a strategic lead to oversee the project work for their own organisation. All the strategic leads appear to have worked well together and ensured effective communication between partners. However, some pieces of work such as the development of the 6<sup>th</sup> Hub at HMP Leeds would probably have benefited from the identification of one person to oversee all strategic leads and take overall project management responsibility. In the Hub in particular, this was a difficult role for the VCS lead agency to fulfil, given the very particular technical and operational issues involved for the statutory partners.
- The Home Office's payment of the grant in two instalments (early November 2010 and late January 2011) made it difficult for the areas administering small grants programmes to disburse grants to recipients in a timely manner. Given the short timescale of the project, a single grant payment in November 2010 might have been more helpful.
- The amount of additional capacity required to participate in the evaluation of the project was unknown / underestimated at the start of the project. This in fact proved very time consuming for partners, especially for VCS leads who had to coordinate attendance at evaluation meetings by both VCS and statutory partners.

## Key learning from the project

- Statutory IOM partners in all four areas have commented on the flexibility and readiness of the VCS to innovate at speed, when given the opportunity to lead. To some extent it has proved difficult for statutory partners engaged in local IOM arrangements, no matter how committed and supportive, to match that speed of development in their own established in-house systems, given existing bureaucratic structures and the time needed to brief staff on new services and to develop appropriate referral and information sharing processes. There are also some concerns that Offender Managers' awareness of the potential of the VCS to support their work has been raised at a time when that engagement may be hard to sustain, either because of funding difficulties or the current changes within police, probation and prison services.
- Statutory partners have all appreciated very much the brokerage roles that knowledgeable and committed Local Support and Development Organisations, or leading VCS organisations, have played in terms of both strategic partnership work and local signposting/referral to VCS services. Ongoing discussions are taking place in all four areas to explore what elements of this brokerage work it may be possible to sustain beyond the project period, although the current financial climate presents further challenges for this.
- Partners in Croydon and in Bournemouth, Dorset and Poole (BDP) have highlighted the importance of the small grants pots that they have administered locally as part of their work streams, and their capacity to unlock community goodwill and generate a wide range of local resources to support work with offenders, all at very low cost.
- In BDP the grants were focused on capacity building VCS organisations to work with offenders as volunteers and to develop local volunteering and mentoring services. Some quite inspirational schemes have been started by VCS organisations with little historical connection with the CJS. For example, Dorset Reclaim, a recycling charity that had previously worked with several offenders on Community Payback, used a small grant to establish a dedicated wood recycling workshop where offenders managed under local IOM arrangements can undertake supervised voluntary work and acquire skills to make items such as bird boxes, picnic tables etc. Because the wood is donated and items made are sold, the workshop can now continue to operate as a self-supporting social enterprise.
- In Croydon, small grants of up to £2,000 were used flexibly to enable small, diverse, groups to start to engage with IOM arrangements and other CJS services and to encourage self-help approaches by offenders and ex-offenders. Examples of grants awarded include:
  - £2,000 to Kreative Education Solution, to hold business and enterprise sessions for ex-offenders and those at risk of offending;
  - £2,000 to Heathfield Ecology Centre, to involve ex-offenders in building pergolas and archways at the Centre;
  - £1,999 to Mighty Men of Valour, to develop a toolkit and DVD on the topic "Your Sperm, Your Responsibility", to support ex-offenders in being good fathers;
  - £1,935 to F.W.P. Hibiscus, to fund two specialist information meetings at HMP Holloway to identify and interview migrant women needing support on release, accompany them to Croydon and attend Border Agency meetings in Croydon;
  - £2,000 to Croydon Black Boys Can, to fund two workshops for parents and their sons, targeting young boys at serious risk of gang activity / offending.

- The Croydon Women’s Court worker was also allocated a small grant budget of £2,000 which enabled her to respond very flexibly to the needs of women by spot-purchasing personalised service from small, local community groups that would not otherwise be able to offer support, e.g. from a women’s counselling service or local family support project. This was thought to be a highly effective use of a modest resource.
- On 15<sup>th</sup> March 2011 Clinks convened a final workshop to bring multi agency partners from all four areas together, to share what they had learned about building and sustaining innovative VCS involvement in IOM arrangements, and consider how they could build on that learning. Their top four learning points / recommendations, prioritised by delegates, were as follows:
  - Involving the VCS in service delivery MUST feature in the strategic plans of Partnerships and Trusts.
  - Local Infrastructure Organisations can play important roles as “brokers” to guide case managers around services available from the VCS. Not all services that offenders need are labelled as services for offenders, and a local broker will know what else is available.
  - Central government has a responsibility to remove barriers to information sharing that are an unintended consequence of the Data Protection Act etc. We need a simple template / guidance to which we can all sign up as a minimum standard.
  - Find people who will JUST DO IT (i.e. take innovative approaches to VCS service delivery / engagement / partnership work) and not use politics and bureaucracy as an excuse for inaction.

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### **Author and editorial group**

The resources were drafted by Lesley Frazer, Policy Manager at Clinks. The Home Office editorial group overseeing their production included Bernard Lane and Sule Kangulec of the Reducing Reoffending Unit.

### **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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# 1. Bournemouth, Dorset & Poole (BDP)

**Lead VCS Agency:** Bournemouth Council for Voluntary Service

**Other VCS Partners:** Poole Council for Voluntary Service; Dorset Community Action; Bournemouth & Poole Volunteer Centres; Dorset Volunteer Centre

Work stream	Aims	Outputs / Outcomes / Sustainability by 31 <sup>st</sup> March 2011
<b>1) Strategic VCS involvement in IOM</b>	A programme of work by the Councils of Voluntary Service to enable VCS participation in strategic partnerships within IOM arrangements.	<ul style="list-style-type: none"> <li>• Key VCS resources were mapped across BDP.</li> <li>• Information, advice and training sessions were targeted at the VCS working with offenders.</li> <li>• A CJS-specific e-network was developed for ongoing communications.</li> <li>• A new CJS Voluntary Sector Forum was launched on 30<sup>th</sup> March 2011.</li> <li>• 5 of the 6 CJS Partnership Boards across BDP agreed to include VCS representation. Elections and training for VCS representatives were in progress.</li> <li>• The Steering Group established for the project to continue to meet to oversee this work.</li> <li>• All this work is sustainable, with funding for the Forum now being provided by Bournemouth Borough Council.</li> </ul>
<b>2) Volunteering and IOM</b>	A work programme shared by the three Volunteer Centres, capacity building VCS organisations to support volunteering with or by offenders, including a small grants programme.	<ul style="list-style-type: none"> <li>• A training needs survey attracted responses from 14 VCS organisations and will inform ongoing partnership work.</li> <li>• A range of training sessions / workshops took place for Volunteer Centre staff and 13 VCS organisations. The training materials have now been developed as a leaflet for wider distribution.</li> <li>• The small grants scheme was developed and grants (ranging from £500 to £9,500) were awarded to seven VCS organisations. All seven projects now plan to continue the work started by this funding.</li> <li>• A successful bid to Lloyds TSB will enable Bournemouth &amp; Poole Volunteer Centres to continue working with a small group of offenders to support them into volunteering over the next year.</li> </ul>
<b>3) IOM in rural Dorset</b>	A programme led by Dorset Community Action to raise awareness of IOM among rural community groups, and assess the potential for local social action to increase IOM's capacity and responsiveness.	<ul style="list-style-type: none"> <li>• Awareness raising visits were made to 6 rural Community Partnerships, and information was distributed to others.</li> <li>• A focus group was held with interested parties, including Parish Councils.</li> <li>• A full report and Action Plan were produced, in discussion with Probation staff and members of the Safer Neighbourhood Teams involved in IOM arrangements.</li> <li>• Many of the rural groups contacted voiced interest in working supportively with offenders and their families in local communities, albeit with many caveats about the need for volunteers to be effectively supervised and supported.</li> <li>• The new VCS Forum and the ongoing work of the Volunteer Centres are seen as a key route to sustaining and developing these expressions of interest in IOM arrangements within rural communities.</li> </ul>

## 2. London Borough of Croydon: New Routes

**Lead VCS Agency:** Croydon Voluntary Action (CVA) in conjunction with a wide range of VCS agencies

Work stream	Aims	Outputs / Outcomes / Sustainability by 31 <sup>st</sup> March 2011
<b>1) Croydon Women's Court Service</b>	A new CVA initiative, working closely with London Probation Trust, to develop a court-based assessment and referral service for women entering the CJS with a broad based range of complex needs.	<ul style="list-style-type: none"> <li>The new service started in January 2011 with a part-time CVA worker based three days per week in the Probation offices at Croydon Magistrates Court.</li> <li>Referrals from other agencies were fewer than predicted (three by 31<sup>st</sup> March 2011) but 45 women were interviewed voluntarily and 21 took up the offer of supportive contact and referral to VCS services. 12 were referred to volunteering opportunities; 22 to other support organisations. At the end of March 2011, 14 women were still engaged with these services.</li> <li>London Probation Trust has now offered funding for CVA to employ the worker for a further three months. Applications have been made to three charitable trusts to develop/sustain work for 3 years.</li> </ul>
<b>2) Supported volunteering and mentoring programme</b>	A CVA brokerage service a) to enable offenders managed under IOM arrangements to access mainstream volunteering opportunities, and b) to train mentors to link offenders managed under IOM arrangements into community networks.	<ul style="list-style-type: none"> <li>27 offenders were recommended for volunteering by OMs, but their involvement was delayed because the OM lead wished to complete risk assessments before they were interviewed by CVA. Another 13 self-referred. In all, 13 potential volunteers were interviewed. Eight were referred to volunteering opportunities; four were referred to other participation activities.</li> <li>44 potential mentors applied for training; 25 attended training and 22 completed it. However, OM referrals of offenders needing mentors came too late for inclusion in CVA's end of project report. OMs will therefore now be assigned mentors whom they can match with mentees.</li> <li>There has been considerable mutual learning from this work. A common understanding and guidelines for involving offenders / ex-offenders as volunteers / mentors are now in place.</li> <li>CVA is negotiating with London Probation Trust to sustain the development of a volunteer mentor scheme within IOM, and is exploring other options meantime to retain the trained mentors.</li> <li>Highdown Prison and Westminster Drug project are both interested in collaborating with CVA after March 2011 to further develop the mentoring aspect of the project.</li> </ul>
<b>3) VCS Partnership Development Programme</b>	A CVA Partnership Development Officer working with the operational team under IOM arrangements to achieve closer linkages with the VCS both strategically and operationally, including the administration of a small grants programme.	<ul style="list-style-type: none"> <li>VCS and other services were mapped and information circulated to IOM leads and VCS agencies.</li> <li>The small grants fund was widely advertised through CVA's extensive community database. 44 applications were received. 23 groups (including small BAME organisations) received grants of up to £2,000 to support innovative work with offenders/ex-offenders/young people at risk of offending.</li> <li>A Market Place event was held in February for 22 VCS organisations to showcase their work and forge links with key stakeholders involved in IOM arrangements. Over 40 managers/staff from Probation/Croydon Council attended.</li> <li>The inaugural meeting of a new 'Voluntary and Community Sector Supporting Offenders Forum' was held in March 2011, with support from the Safer Croydon Partnership. 17 VCS organisations were represented at the Forum. Terms of Reference were agreed and a process established to link the Forum to the newly emerging CSP structure. The Forum will meet again in May 2011. There is will on all sides to sustain the Market Place &amp; Forum but no resources as yet identified.</li> <li>Open dialogue will continue between CVA and IOM partners to sustain partnership approaches.</li> </ul>

### 3. Gloucestershire

**Lead VCS Agency:** Gloucestershire Association for Voluntary & Community Action (GAVCA)

**Other VCS Delivery Partners:** See below

Work stream	Aims	Outputs / Outcomes / Sustainability by 31 <sup>st</sup> March 2011
<b>A)</b>	<b>Capacity building VCS organisations to work sustainably with IOM</b>	
<b>1) REACH feasibility study for housing restoration training &amp; employment project</b>	REACH ( a new Gloucestershire-based social enterprise ) working with key partners to explore the feasibility of establishing a funded project to engage offenders managed under IOM arrangements and teach them skills to restore council houses, gain decorating qualifications and acquire skills to run a self employed business.	<ul style="list-style-type: none"> <li>Working with other agencies, REACH has explored three potential routes for setting up a sustainable property restoration project to offer work placement opportunities for offenders managed under IOM arrangements.</li> <li>Although REACH is a not-for-profit organisation it does need to generate income to cover costs and currently operates by receiving a placement fee from a labour source (JobCentrePlus or Community Payback) and matching this with fees from beneficiaries e.g. the Council.</li> <li>Engagement with IOM arrangements does not currently include any provision for a placement fee.</li> <li>Although the proposals have achieved full support from Gloucester City Council, work cannot start until funding for IOM arrangements have been resolved.</li> <li>In order to begin to engage within IOM arrangements, REACH has integrated a small number of offenders into its current work placement scheme on a trial basis. However, these places 'piggy-back' and are therefore dependent on continued funding of the work placement scheme by JobCentrePlus.</li> <li>Discussions to resolve the funding issue are now ongoing, to permit a full pilot to go ahead.</li> </ul>
<b>2) CCP Partnership with IT Schools Africa</b>	Development by CCP (Cheltenham Community Projects – an established VCS organisation that has not previously worked as part of local IOM arrangements) of a sustainable social enterprise project for offenders.	<ul style="list-style-type: none"> <li>CCP realised at an early stage that the computer recycling proposal was not geared towards the offenders being referred to them. It therefore switched to developing a social enterprise model, offering property maintenance, general decorating and industrial cleaning. A Service Manager was employed with a background in working with offenders and in property development.</li> <li>The programme has focused upon individuals who have been hard to place in mainstream work placements but who have presented as genuinely motivated to change their circumstances.</li> <li>Following interview, three offenders were accepted onto the programme in January / February. All are still engaged with it and have completed an impressive range of jobs. None has re-offended.</li> <li>Two longer term maintenance / cleaning contracts have now been won, and CCP is funding the project for a further three months to maximize its potential for sustainability and growth.</li> </ul>



<b>3) Family-focused Support Project</b>	Piloting of a brief family interventions programme for offenders and their families, by The Nelson Trust in partnership with Infobuzz and Gloucestershire Domestic Violence Support and Advocacy Project (GDVSAP).	<ul style="list-style-type: none"> <li>• Close working with IOM leads has resulted in an agreed process and joint development of a screening tool that case managers can use with all offenders managed under IOM arrangements to identify family issues/needs.</li> <li>• Although referrals were initially slow, a strong collaborative relationship has now been forged with case managers.</li> <li>• 12 referrals and assessments have therefore been completed, and all 12 families are now engaged with the service. Work with these 12 will continue until the planned casework is completed. This pilot work is being evaluated.</li> <li>• Because many of the priority offender groups also meet these VCS partner organisations' criteria for family work funded from other sources, they will continue to accept referrals through IOM arrangements while the pilot is completed and evaluated.</li> <li>• In the longer term, some spot purchasing of brief family interventions may become a possibility.</li> <li>• Once the pilot has been evaluated, the VCS partners intend approaching the Children and Families Team at the MoJ, and the Families of Offenders Board, with a view to developing an embedded family intervention service with statutory funding.</li> </ul>
<b>B)</b>	<b>Increasing volunteering/ user involvement in IOM</b>	
<b>1) Restorative Justice Project (RJP)</b>	Establishment of a community based Restorative Justice Project (RJP) by The Nelson Trust in partnership with Fair Shares Gloucestershire and Victim Support.	<ul style="list-style-type: none"> <li>• In the first week of the funding, a former RJP Volunteer was recruited as a paid, part-time development worker, to work alongside the existing RJ project leader at HMP Gloucester.</li> <li>• 20 new volunteers were recruited and trained for the IOM project, of whom five are now undertaking the Level 4 Diploma in Restorative Practice.</li> <li>• Case managers and Drug Interventions Programme (DIP) team members were fully briefed on the project. Although DIP team referrals have been limited, Probation case managers made a number of appropriate referrals for community based offenders. 10 referrals have been accepted to date, and seven offenders have benefited from the service, which engages them fully in the process of achieving restorative justice for their offence.</li> <li>• The project will continue to accept new referrals from the priority offenders under IOM arrangements.. Three volunteers have offered to help sustain the project in administrative, publicity and co-ordination roles.</li> <li>• A new Community Interest Company has been established which will become the vehicle for developing RJP work across the county, with the continued involvement of all existing partners.</li> <li>• Partners are hoping that the new Criminal Justice Green Paper may lead to improved funding opportunities for RJ. In the meantime grant funding opportunities will continue to be explored.</li> </ul>
<b>2) Mentoring / Befriending Partnership Project</b>	Partnership work by the Independence Trust, in partnership with Stonham, to create a sustainable mentoring / befriending 'hub' focused on creating opportunities for people going through the process under IOM arrangements.	<ul style="list-style-type: none"> <li>• The 'hub' partners received 18 applications from potential mentors; 15 were accepted for training.</li> <li>• 12 mentors successfully completed the programme and have been confirmed as mentors. All have backgrounds in drug and/or alcohol misuse and/or offending.</li> <li>• Good links have been made with partners to promote the service; this will be followed up by a further presentation at a partnership event on 18<sup>th</sup> April.</li> <li>• Acceptance of referrals started in mid-February and the matching process started on 22<sup>nd</sup> March.</li> <li>• Service users have been and will continue to be fully involved in the development of the project.</li> <li>• An opportunity for sustainable funding of the project has been identified and an application was submitted on 11<sup>th</sup> March.</li> </ul>



<b>3) Client Reference Groups</b>	<p>The establishment of a sustainable Client Reference Group under IOM arrangements, led by Stonham in partnership with a wide range of VCS housing and support providers, plus offenders to inform future strategy and commissioning decisions.</p>	<ul style="list-style-type: none"> <li>• A client reference group under IOM arrangements, 'Voice for Change', has been established which enables offenders to influence service delivery as well as inform future commissioning.</li> <li>• Group meetings have attracted regular attendees; approximately 20 service users have attended one or more groups held in December, January and March.</li> <li>• The group has been well supported by staff and service users have felt genuinely listened to.</li> <li>• On 29<sup>th</sup> March, group members explored their understanding of commissioning and underwent training, to develop their potential to influence future commissioning processes and decisions.</li> <li>• The group has carried out extensive research about members' views of services, to be fed into IOM arrangements through a final report.</li> <li>• Funding is now being sought to ensure the sustainability of a permanent client reference group. Currently, ongoing facilitation by a 'professional lead' is needed to sustain the group, but a future aim of the service users is to lead themselves. Stonham will continue to support the group while these plans are taken forward.</li> </ul>
<b>4) Increasing volunteering in IOM</b>	<p>Delivery by GAVCA of a three-day accredited training package to staff involved in IOM arrangements from Probation and Police, interested in directly recruiting and supporting volunteers to work with the offenders.</p>	<ul style="list-style-type: none"> <li>• After marketing the three-day course to stakeholders involved in local IOM arrangements, it became apparent that there would not be enough public sector participants to make the training viable. The course was therefore opened up to VCS partners too.</li> <li>• 11 individuals participated in the training, three from the public sector (two Police and one Probation) and eight from VCS organisations working with offenders.</li> <li>• This mix of participants had positive spin-offs in terms of greater cross-sectoral understanding of roles and responsibilities. Police and Probation are also now well linked into GAVCA's Volunteering Support services.</li> <li>• GAVCA now has a version of the course adapted specifically for agencies working with offenders, which can be offered again as required.</li> </ul>
<b>C)</b>	<b>Increasing strategic involvement from VCS in IOM arrangements</b>	
	<p>The Gloucestershire VCS Assembly Team, working closely with strategic IOM partners to map the VCS market and develop a new Commissioning strategy under IOM arrangements.</p>	<ul style="list-style-type: none"> <li>• Work to develop the Gloucestershire VCS market has resulted in increased and improved databases of information about services being available to case managers.</li> <li>• Initial meetings with Gloucestershire Probation Trust to develop a Commissioning Strategy for IOM arrangements showed that it was too early to produce a finished 'Commissioning Strategy'.</li> <li>• The VCS Assembly Team consultant therefore focused on the production of a practical guide for the county's VCS and other stakeholders involved in IOM on how to <i>get ready</i> for commissioning.</li> <li>• A <i>Commissioning Framework</i> has been produced identifying the context and potential for future commissioning. It includes a number of recommendations for VCS and other key stakeholders which will now be progressed by GAVCA with the assistance of the continuing IOM Clinks Steering Group.</li> <li>• A presentation to the Gloucestershire Stronger, Safer, Justice Commission will be made in June to highlight the need for VCS brokerage to link the VCS to IOM arrangements both operationally and strategically.</li> </ul>

## 4. Leeds

**Lead VCS Agency:** West Yorkshire Community Chaplaincy Project (WYCCP)

**Other VCS Delivery Partners:** Foundation, plus up to 28 VCS organisations that have expressed interest in working with the Hub and / or participating in a new Leeds Crime Reduction Forum

Work stream	Aims	Outputs / Outcomes / Sustainability by 31 <sup>st</sup> March 2011
<b>1) VCS engagement in new IOM 6<sup>th</sup> Hub at Leeds Prison</b>	Establishment of a designated VCS-led wrap around service within the new multi-agency 6 <sup>th</sup> Hub, led by WYCCP and Foundation, to enable the service to respond to every offender prioritised under IOM arrangements released from Leeds Prison into the Leeds community on any day, including VCS 'hot desking' facilities.	<ul style="list-style-type: none"> <li>• A Project Manager and Housing Support Worker were both seconded to WYCCP by Foundation to manage the development of the 6<sup>th</sup> Hub and VCS involvement in it, and to act as a key link in identifying and co-ordinating VCS responses to individual prisoners' support needs.</li> <li>• The Hub itself is now fully established in previously unused offices outside the gate of HMP Leeds – a huge achievement in its own right.</li> <li>• A number of VCS organisations are now actively working in partnership with the Hub and as a result some very positive outcomes are being achieved.</li> <li>• The Hub now demonstrates excellent multi-agency working.</li> <li>• Prisoners sentenced to 3 months or less, and returning to Leeds on release, are now all offered a support package to meet their needs.</li> <li>• Partners are currently waiting to hear whether the Safer Leeds Partnership will fund the continued presence of a VCS Co-ordinator in the Hub.</li> </ul>
<b>2) Development of a VCS Crime Reduction Forum</b>	The co-location of a VCS Forum Co-ordinator within the new IOM Hub, to map VCS/and other key stakeholders involved in IOM, develop an IOM web portal, and pump-prime the development of a new Leeds VCS Crime Reduction Forum as a one stop shop for communication, networking and representation.	<ul style="list-style-type: none"> <li>• A successful initial meeting of the Forum was held in January 2011. Future meetings will be held on a quarterly basis. The Forum will be sustained by a number of individuals committed to making it a success within their existing roles.</li> <li>• A Crime Prevention and Reduction Strategy Group has been formed to support and feed into the Forum, with three places ring-fenced for Police, Prisons and Probation, one for a nominated service user, and eight for VCS organisations.</li> <li>• A chair of the Forum has been elected, together with a chair of the Strategy Group, and terms of reference have been drafted and agreed.</li> <li>• The 6<sup>th</sup> Hub website is now complete and VCS organisations have been actively encouraged to enter and update their own profiles. The website has a news and resource section to keep all members up to date with current developments. The site will be sustained by WYCCP staff pending a decision about the sustainability of an ongoing VCS Co-ordinator role.</li> </ul>
<b>3) User involvement in making a DVD to be shown at the partnership conference</b>	Production by Lippy Films of a DVD highlighting the problems faced by men prioritised under IOM arrangements leaving prison, to be showcased at a conference to launch the 6 <sup>th</sup> Hub in March 2011.	<ul style="list-style-type: none"> <li>• The filming of the DVD was experienced very positively by the six men involved, and the final DVD should provide a powerful and hard hitting training resource.</li> <li>• The final conference was attended by 140 delegates from all sectors and demonstrated the excellent multi-agency relationships made throughout the project. Delegate feedback was very positive and participants welcomed the networking opportunity as well as the chance to hear about the Hub, view and discuss the DVD, and debate some key issues affecting future partnership working in Leeds.</li> </ul>