



Cabinet Office

Police Crime Commissioners and Civil Society

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Foreword



Charities, social enterprises and volunteers improve lives and communities. They are often involved in creating innovative work to reduce and prevent crime. Police and Crime Commissioners (PCCs) were created to strengthen the bond between the police and the public and civil society organisations have an important role in enabling this.

The Government remains committed to championing and supporting the civil society sector and PCCs. The learning from this short paper shows that partnerships between civil society organisations and PCCs are already making a real difference to local communities and that civil society is also helping deliver local police and crime reduction priorities.

Rob Wilson, Minister for Civil Society

Mike Penning, Minister for Policing and Criminal Justice and Victims



PCCs work in partnership across a range of organisations and how they interact with local community groups, charities and social enterprises – civil society – varies depending on local circumstances. Some PCCs have taken an active role in mobilising volunteers to support policing, whilst others are working directly with the sector involving them in the commissioning and delivery of services.

We hope that, through sharing these ideas and practice, this report will help to raise awareness and encourage others to develop further collaborations between PCCs and civil society. This paper also highlights policies and work that will help to encourage a thriving civil society sector that may help develop these relationships further.

Police and Crime Commissioners and Civil Society

Context

PCCs are elected by the public to ensure the policing needs of communities are met as effectively as possible. Their aim is to cut crime and deliver an effective and efficient police service in their area.

PCCs provide the local link between the police and communities. They work in partnership across a range of agencies at local and national level to ensure a unified approach to preventing and reducing crime.

The Voluntary, Charity and Social Enterprise sector (VCSE) has traditionally been involved in delivering crime reduction and supporting police and criminal justice related activities. These organisations provide support to victims and offenders, mentors to tackle reoffending, and offer a range of community support, diversion and preventative activity.

This report explores some of the ways in which civil society organisations and PCCs work together. It highlights some interesting practice and opportunities for future collaboration.

It has been compiled through a partnership of the Cabinet Office¹, Home Office and the Association of Police and Crime Commissioners (APCC).

Findings from this work have been shared with the VCSE strategic partners and compliment recent research from [Clinks](#) (an organisation which supports, represents, and campaigns for charities working with offenders) and a guide to working with PCCs soon to be published by [Compact Voice](#).

¹ *With thanks to the PCCs and VCSE organisations who have contributed to this work*

Partners working together

In many areas PCCs are active advocates for the VCSE sector and are keen to develop relationships. Effective engagement has taken place in many areas, as illustrated by activity in West Yorkshire.

West Yorkshire PCC partnership with Voluntary Action Leeds

Following on from Safer Future Communities (a Home Office grant administered by Clinks to prepare the VCSE for the introduction of PCCs) the PCC funded the development of a Third Sector Advisory Group. Members include charities reflecting a wide range of interests from across West Yorkshire. The Group links to the rest of the criminal justice system in West Yorkshire through the PCC's Partnership Executive Group. The Group advises on how the sector can help deliver on the Police and Crime Plan objectives. Since February 2014 an advisor from Voluntary Action Leeds (VAL) has been based at the Office of the PCC (OPCC) to help develop the innovative model of partnership working.

The secondment has helped change commissioning practices to remove barriers to VCSE organisations. A 'face to face' element has been introduced into the selection process to supplement the purely paper based procedure. This and other reforms have produced dividends; the new Independent Sexual Violence Service is provided by a partnership of Victim Support and local rape crisis centres.

There is much more pro-active engagement and briefing for potential VCSE partners. More of the pot is grant based than previously and some of it is district based, devolved to the

Community Safety Partnerships, rather than West Yorkshire wide.

Active community engagement takes place in many areas, with areas such as Dorset having dedicated strategies to work with communities.

Dorset PCC Community Engagement Strategy

The Dorset Office of the PCC (OPCC), winners of the 2014 CoPaCC (Comparing PCCs Award for Community Engagement), has adopted the approach that no person or group of people are hard to reach. Their Community Engagement Strategy emphasises the importance of exerting more effort and creativity in reaching these groups and reducing any barriers to such engagement. Engagement activities have been broken down using the protected characteristics of the Equality Act 2010.

The Strategy details the five levels of community engagement that the PCC seeks to achieve: Information Giving; Consultation; Joint Decision-making (Community Engagement Forums, Victim Groups and Surgeries); Joint Action (Partnership decision-making); and Community Empowerment. The OPCC's dedicated Community Engagement Officer provides support to communities of Dorset.

In January 2015, the OPCC launched a new website including a comprehensive engagement section. The design, improved functionality and enhanced content goes towards the Dorset OPCC's mission to inform and involve the public in their work.

Whilst this is a promising start, there is a desire to communicate knowledge better to help further develop future engagement. A [survey by Clinks](#), which sought the views of the VCSE sector, found that there is a need for 'clearer, more proactive strategies and more permanent models of engagement'. VCSE organisations and PCCs recognise that they could do more to communicate and share local knowledge together.

A range of engagement mechanisms has developed. In addition to those illustrated here, other approaches include: Quarterly VCSE Fora used for engagement on a range of themes including consultation with VCSE organisations on 2015-16 Policing Precept, engagement events to debate the VCSE role in reducing re-offending and road shows for the VCSE sector on 'Changes to Victim's Services'.

Strategic engagement with the sector on specific issues can also add great value and provide PCCs with a wealth of intelligence and local expertise, as illustrated by the response to the Violence Against Women and Girls (VAWG) agenda in the North East.

VCSE involvement in the development and delivery of the NE PCC's Violence Against Women and Girls (VAWG) Strategy

The three PCCs for Northumbria, Cleveland and Durham worked with the North East Women's Network (NEWN), a network of women's community and voluntary sector organisations, to undertake detailed consultation about the experiences of victims and survivors of violence, to inform and help shape the NE regional Police and Crime Commissioners' [Violence Against Women and Girls \(VAWG\) Strategy](#).

This integral involvement of the voluntary and community sector has continued through the development of Independent Rape Scrutiny Panels in each area. The Panels are made up of representatives from the Police and Crime Commissioner's Office, the Local Criminal Justice Board and specially trained volunteers from the voluntary and community sectors.

The UK's first external Rape Scrutiny Panel in County Durham and Darlington was launched in November 2014, delivering a key priority of the regional strategy to provide independent oversight of rape investigations to identify best practice and opportunities for improvement. Rape Scrutiny Panels were launched shortly after in Northumbria and Cleveland. In February 2015 the Northumbria PCC also introduced a Court Observers Panel to be present at all adult rape trials in Newcastle, the Panel is drawn from the local voluntary and community sector and reports back to the PCC.

Civil Society delivering PCC priorities

This Government has empowered communities through public service reforms that involve citizens more in decisions that affect their lives. PCCs are a good example of this more localised, more accountable and transparent decision making.

From 2014/2015 PCCs received a single government grant to deliver their crime and policing priorities. PCCs have complete flexibility on how they commission services.

PCCs have considered how best to deliver and commission their local priorities. The approach in Avon and Somerset has included a range of partnership activity.

Avon and Somerset Voluntary and Community Sector Charter and Commissioning and Grants Strategy

Avon & Somerset's PCC has committed to working with a wide range of partners and other agencies to support her in delivering her priorities. She is committed to strengthening and building on the existing relationship with Avon and Somerset voluntary and community sector organisations and sets this out commitment in her [VCS Sector Charter](#). Based on Compact principles the Charter was agreed with the local VCSE, CVS organisations and other partners. The OPCC has a dedicated VCSE officer who acts as a dedicated point of contact for the VCSE.

The Office of the PCC (OPCC) has actively engaged the local VCSE with

regard to commissioning, putting on numerous workshops and presentations to outline their commissioning aims and intentions. The OPCC team wanted to support the sector as much as possible within the perimeters of commissioning, stimulating the market so that even small organisations were included and informed. This work was made possible through strong links with the CVS organisations and their existing relationship with the VCSE.

The Avon and Somerset OPCC's approach to commissioning services and community outcomes is set out in its [2015 Commissioning and Grants Strategy](#). It emphasises commissioning should be needs and evidence led and that partnership working and co-commissioning are fundamental. The OPCC values the expertise of the market and will develop services through co-production. The Strategy includes a strong emphasis on outcomes and impact and states the OPCC's commitment to the standards in the Public Services (Social Value) Act 2012.

Many PCCs have allocated a proportion of their Home Office grant to work with their local VCSE sector. Some, including Essex, Derbyshire and Merseyside, have added to these funds with income resulting from property sales under the Police Property Act.

and The Al Ghazali Centre to continue a Home Office backed Prevent Youth Project designed to equip young people with tools to prevent their radicalisation or their involvement in gangs.

PCC and Community Foundation partnership benefits communities through the use of the Police Property Act

In Merseyside, the [Commissioner's Police Property Act Fund](#), administered by the Community Foundation for Merseyside, provides grants to charities, community groups or social enterprises based in Merseyside, towards projects that make a difference in their communities and help to deliver the PCC's policing priorities.

The funding comes from the sale of property, which has come into the police's possession, but where the owner cannot be identified or where a court order has been made. During 2014 grants of up to £5,000 were awarded to support projects that targeted at least one of the PCC priorities of: reducing anti-social behaviour; tackling serious and organised crime; maintaining public safety; tackling hate crime; improving victim services; supporting neighbourhood policing.

Funded projects in 2014 included: The CELLS Project to run crime awareness and preventive workshops with young people covering issues relating to drugs and alcohol abuse, gun and gang crime and domestic violence; Changing Lives in Knowsley, to continue their work with young girls in schools relating to healthy relationships and staying safe by offering workshops to highlight how media technology can be used to emotionally and sexually exploit them;

Since 2012, the majority of PCCs have delivered community or small grant funds, with the aim of supporting local VCSE organisations and community groups who can demonstrate their contribution to local Police and Crime Plan priorities. In 2014/15 over £5M was invested in delivering local PCC priorities through grant funding supporting hundreds of local VCSE organisations. Many community grant funds are delivered directly by PCCs, whilst others have worked in partnership with their local Community Foundations.

To deliver their priorities, some PCCs have tested innovative ways of allocating funding to local community organisations. The use of Participatory Budgeting in Runcorn by Cheshire PCC is explained below.

Cheshire Participatory Budgeting (PB)

The PCC for Cheshire has invested £30,000 in The Grange area of Runcorn in a pilot project where the local people decided where money would be spent on a wide range of activities for youngsters to older residents. Community groups and residents from all parts of the community came up with ideas for projects to make their area better. Funding was awarded in two rounds during 2014, with eleven projects being funded in the summer and eight in December. Over 1200 votes were cast by local people to inform these decisions.

The PCC commented that “the level of community involvement in this project has been outstanding and it demonstrates that people do want to make a difference if you enable them to do so by providing funding”. The projects funded in the first round are being evaluated and are proving successful - the lunch club at the Funny Onion Café is packed every Friday, Heath Rangers Football Club has created extra teams.

In October 2014 PCCs took on responsibility for the majority of support services for victims, replacing the previous model where the majority of services were provided by government at a national level.

During 2013/14 the Ministry of Justice (MoJ) provided resources to support the VCSE sector to adapt to this new commissioning landscape. The MoJ funded Pulse Regeneration to deliver workshops to help equip VCSE organisations prepare for commissioning. The free workshops were delivered in each PCC area across

England and Wales, alongside a range of online tools and resources.

Each PCC considered the commissioning of victim support services based on local circumstances and need. The approach taken in Kent is outlined below.

Kent Police and Crime Commissioner: Victim Services

Kent PCC adopted an intelligent commissioning approach to procuring local victim services. They undertook a collaborative commissioning process with the VCSE. It included developing a strong relationship with current VCSE providers, Victim Support, to jointly develop an understanding of what victim services were needed in Kent and how they could best be met. This highly collaborative approach laid down the foundations for strong cross sector working.

The service was commissioned in December 2014 with a grant of £829,000 to Victim Support. The grant is flexible enough to allow for on-going shaping of the work even though service delivery has started. For example, performance targets can continue to be shaped so they are relevant and responsive to current service demands. The approach that Kent PCC is taking is designed to grow the VCSE market by supporting the developing capacity of specialist VCSE victim support organisations such as those dealing with rape victims. Plans for stronger referral mechanisms are planned with the integration of services under one roof.

Further support for Commissioners

The government aims to support better commissioning across the UK. The [Public Services \(Social Value\) Act](#) came into force on 31 January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The Act requires commissioners to consider securing value for their area when buying services above the threshold of 134,000 euro for central government and 207,000 euro for other contracting authorities. This value can take the form of different benefits (economic, social and environmental) which can have clear potential to improve a range of relevant outcomes for PCCs. As indicated below, PCCs can use the Social Value Act to secure additional benefits for their area through their commissioning activity.

Public Services (Social Value) Act 2012

When commissioning services, considering how those services can improve wider local outcomes can bring benefits back to the PCC either directly (for example by reducing re-offending or crime) or indirectly (by improving outcomes linked to the reduction of crime and re-offending such as tackling unemployment, mental health, or deprivation).

The Act encourages public service commissioners to talk to their local market. It can help to enrich PCCs' understanding of local needs and

encourage collaboration. So, for example, PCCs can benefit from other commissioners' use of the Act, where local authorities or housing associations use the Act to secure outcomes relevant to PCCs. PCCs may wish to work together with other commissioners to maximise this benefit.

The Act also encourages commissioners to consider new or innovative approaches to tackling difficult local problems (including crime and re-offending, and its determinants). In its first two years in operation we have started to see a number of exciting approaches developing under the Act.

Social Value & criminal justice in practice: Social enterprise Cleanstart was set up in 2008 by a Trafford Housing Trust. It employs prolific offenders to clean and clear houses. Police have estimated possible savings of £10 million, from reduced re-offending rates and criminal justice system costs. Cleanstart has calculated savings of £442K to Greater Manchester Police, £404K to the prison service, and £110K to DWP from Jobseekers Allowance.

In addition to legislative changes, we have been working to develop training and skills to help commissioners deal with the challenges that public services present and provide better services more efficiently. This also includes making the most of the contribution that the voluntary sector, communities and service users can make.

In 2013, the Cabinet Office and its partners launched the [Commissioning Academy](#) as a development programme for senior leaders from all parts of the public sector. Since its launch in 2013 nine OPCCs have participated. It is 'virtual', as there is no fixed location and the programme is run at venues across the UK.

To respond to feedback about supporting commissioners to use tools and techniques from the voluntary sector to provide better public services, in February 2015, the Office for Civil Society (OCS), part of the Cabinet Office, launched the OCS Commissioning School pilot as a new part of the Commissioning Academy. It will support better public sector commissioning by helping commissioners understand and use a range of innovative civil society techniques.

Positive impact of the Commissioning Academy participation – Avon and Somerset OPCC

In the first half of 2014 three members of the OPCC joined the Cabinet Office's Commissioning Academy. As a relatively new commissioning body, they indicate this made for a challenging, yet well-timed course. On the very first day they had a 'light bulb moment' which changed the way they thought about commissioning for both their own roles and the work of the wider team.

Since then the OPCC have embarked on the commissioning of victims services in Avon and Somerset which was enhanced by attending the Commissioning Academy - they have been both bolder and more flexible in their plans to achieve the PCC's outcomes for victims; aiming to help them to both cope and recover from the crime or ASB. The OPCC has strong and positive relationships with providers and has been pleased to jointly shape and pilot new services. The PCC and the team welcomed their Commissioning Academy cohort leader to their team away day in August 2014 to explore how the commissioning process is integral to the whole OPCC. Officers welcome the on-going access to resources and direct support from the Commissioning Academy as they continue their commissioning journey.

Further support for Civil Society

Since 2013 Cabinet Office has worked with civil society sector and pro bono business sector partners to design and deliver a programme of VCSE [Commercial Masterclasses](#) with the aim of increasing the commercial skills of the sector and enhancing skills needed to tender for and win contacts. During 2013/14 twenty four two day Masterclasses were delivered across the country by NCVO and partners.

Thanks to match funding from the Home Office, five specialist events were delivered across England to VCSE organisations working with the victims of violence against women and girls (VAWG). Further Commercial Masterclasses are to take place in spring 2015, with seven particularly targeting organisations who work in the [gangs, youth violence and drugs](#) arena.

In the year ahead, the Cabinet Office are planning a Local Sustainability Fund (LSF) that will provide support targeted at medium sized organisations working with vulnerable or disadvantaged people in their communities. The aim is to identify those delivering vital services, but facing challenges in adapting to their changing environment, and give them the time and support to secure the future of their services.

Another key strand of work is to provide tools and resources for the sector to assist organisations demonstrate their impact to commissioners including

PCCs. We have provided funding to the Inspiring Impact programme, which aims to make impact measurement work for everyone in the social sector. The [Inspiring Impact Hub](#) includes a range of free tools and resources to help organisations measure their impact, including a number of unit cost databases and [Measuring Up](#) a straightforward, step-by-step assessment tool that allows organisations to review and improve their impact practice. Resources are also available for funders and commissioners to consider how they support their grant recipients to measure their impact by embedding a focus on impact in funding decisions.

Through supporting commissioning and building capacity in the civil society sector, we are enabling both sides to engage more effectively together. Our ambition is to increase VCSE sustainability and enable civil society to contribute to the delivery of better public services.

Harnessing Social Action

Social action is about people helping people – whether volunteering, community action, the giving of money, or simple everyday neighbourly acts. Many PCCs are keen to develop and enhance social action opportunities. Volunteers have a long history of working with the police. [Citizens in Policing](#) is an umbrella term for over 500,000 volunteers who support the police either directly or indirectly, it includes three types of voluntary activity:

- Volunteers trained, managed and mentored within police forces – Special Constables, Police Support Volunteers and Volunteer Cadets
- Groups working in partnership with the police – including Neighbourhood and Home Watch, Citizen Patrols such as Street Pastors and Angels and Speed Watch
- Volunteers who hold the police to account – Independent Advisory Groups and Independent Custody Visitors

Many PCCs are active in encouraging volunteering. In addition to [volunteering directly with the police](#), volunteers also make a significant contribution and extend the reach of many VCSE organisations working in the crime reduction and criminal justice arena. They support victims and offenders, volunteers provide support to communities to respond to crime. Recognising the value volunteer action can deliver the Hertfordshire PCC worked with his local Volunteer Centres to develop his Volunteering Strategy.

Hertfordshire Volunteering Strategy

In June 2014, the PCC for Hertfordshire, launched his [Volunteering Strategy for 2014-2016](#). The strategy's six aims are:

- Volunteering is supported as a vital resource that contributes significantly to reducing crime and protecting the community.
- Work in collaboration with partner agencies to provide pathways into volunteering across the realms of policing, criminal justice and community protection
- Increase the number of volunteers in the Special Constabulary and Police Community Volunteer Scheme.
- Increase the opportunities for young people to volunteer and contribute to crime reduction and community protection.
- Promote informal volunteering opportunities within Hertfordshire Constabulary and utilize Citizen's Academies as a mechanism for citizen engagement.
- Work with local businesses to increase volunteering opportunities for their employees.

It provides a framework for volunteering across policing, the criminal justice system and community protection in Hertfordshire. And it recommends the formal adoption of Hertfordshire Volunteer Centres Six Point Promise. The promise ensures organisations are prepared for the challenges volunteering presents, ensures consistent best practice and allows organisations to test their policies and procedures.

The [Centre for Social Action](#) in Cabinet Office is supporting the growth of programmes that encourage people to make positive change through social action. It has invested £40m in 185 projects that are complementing public services. The Centre supports these projects to increase their reach and demonstrate their impact, from helping young people to reach their potential to reducing reoffending. The Salford Foundation illustrates how projects working in this arena can also contribute and have impact in tackling PCC priority areas.

Salford Foundation using volunteer mentors to support offenders

Through Salford Foundation's 'Changing Directions' (CD) mentoring project, volunteer mentors support offenders on their release from prison, helping them to find solutions to issues such as homelessness and unemployment which, if not addressed, can drive reoffending.

Changing Directions provides one-to-one mentoring for offenders once a week for around four months, complementing statutory provision of services. Mentors are currently working with 35 offenders to offer support beyond the scope of probation officers, discussing behaviours in a safe environment and supporting offenders to access the right services. The programme operates in areas around Salford and has been awarded a grant of approximately £154,000 from the Centre for Social Action's Rehabilitation Social Action Fund.

In 2011-12, 57.6% of prisoners

sentenced to under 12 months in prison went on to reoffend within the year². With a prison place per year costing £34,776 on average³, reducing reoffending can lead to significant savings.

One of the key successes of the programme is that it is co-located with the local Community Rehabilitation Company / Probation Trust. This ensures a strong working relationship – with suitable offenders referred directly to Salford Foundation – and enables the CD project to adapt quickly to the commissioner's needs.

Previously Changing Directions have worked with high-risk adult offenders, but Salford Foundation is now up-scaling and providing targeted support for women and young adult offenders, two particularly challenging groups. CD hopes to reach 250 offenders by December 2016.

Youth Social Action

VCSE organisations working with young people have a long history of working with the police, and many PCCs have supported youth diversion and support activities through their Community Grant Funds such as the Aspley Communities Taking Control Programme in Nottingham.

² Ministry of Justice. *Proven Reoffending Statistics Quarterly Bulletin: April 2011 to March 2012, England and Wales*

³ Ministry of Justice. *Costs per place and costs per prisoner: National Offender Management Service Annual Report and Accounts 2012-13 Management Information Addendum*

Youth Commissions are being piloted by three PCCs to ensure the voices of young people are involved in PCC prioritisation and decision-making.

The Aspley Communities Taking Control Programme, Nottingham

The Aspley Communities Taking Control Programme works with young people aged between 19 and 23 who are unemployed and at risk of becoming involved in anti-social behaviour. The Nottinghamshire PCC invested £10,000 of his 2014-15 Community Safety Fund into the programme that sees young volunteers cleaning up areas by painting, tidying up gardens and fixing fences. The PCC notes “this project is not only helping to combat crime in the local area but is also giving young people the valuable skills they need to secure employment. By building self-esteem and giving young people a focus, as well as pride in their work, we are helping them to build a better life path for themselves - one that doesn't involve breaking the law”.

The scheme is already delivering positive outcomes for the young participants involved, it has delivered four 12-week courses within the past four years and 87% of its past participants have gone on to find employment. As well as providing young people with practical work experience, the project also provides support with their interview skills and funds suits, where appropriate, for real job interviews

Youth Commission - Leicestershire, Hampshire and Sussex PCCs

The [Youth Commission](#) is in its first year in Hampshire and Sussex, and its second in Leicestershire. The project is the result of collaboration between the SHM Foundation and these PCCs.

In each area, groups of young people join the Youth Commission and act as partners to their PCCs. The Youth Commission group in each area carries out a 'Big Conversation' to give 2,000 young people the opportunity to have a voice on policing and crime.

A recommendation from the 2013 Youth Commission in Leicestershire led to the set up of the Youth Police Advisory Group (YPAG) to allow young people to inform, scrutinise and challenge the police directly.

In 2014, in Sussex, a dedicated team of Youth Commission members have formed an Independent Advisory Group working with a hand picked team of Police officers to look at Stop and Search, Cyber Bullying and other issues and how to improve the police response and public experience. The model has proved so successful that the PCC has also launched the Sussex Elders' Commission for people aged 60 and over to help inform and challenge the PCC's strategy and help improve the community policing experience.

The Hampshire PCC's Youth Commission held its first workshop of 2015 in February with old and new members coming together to discuss the commissioning of projects that aim to prevent anti-social behaviour and crime. Feedback will help inform the PCC's grant funding decision-making.

One of government's key aims is to increase opportunities for young people; we set out goals in 'Positive for Youth: a new approach to government policy for young people aged 13 to 19'. One of these is to involve more young people in social action and feel they can make positive changes in society and in their own lives. A core part of this is through the [National Citizen Service](#) which has seen over 130,000 young people pass through the programme since it began in 2011. Consecutive independent evaluations have found that it is delivering more confident, capable and engaged young people who have already donated over 3 million hours of volunteering in their local communities.

We are also supporting Step Up To Serve's [#iwill](#) campaign which aims to increase the number of young people aged 10-20 taking part in youth social action by 50% by 2020. We have invested over £20 million into creating new opportunities for young people to take part in youth social action. One of these funds, the Uniformed Youth Social Action Fund, was set up by Libor fines to create new uniformed youth groups in deprived areas of the UK. One of the successful organisations was the Volunteer Police Cadets. They will be working to open up new units across the UK, as well as starting a new pilot to involve young people who have been involved in crime.

New opportunities - Social Investment

Social investment is finance designed to generate social and financial returns and can help charities and social enterprises to do more. It can bring benefits to enterprises and investors alike: for enterprises it can help to finance innovation and growth, improve commercial skills and strengthen governance and accountability; for investors it provides another route to engage with social change. Growing the social investment market has a range of benefits including economic growth, tackling social problems and supporting public service reform.

In 2011, we set out our ambition for a bigger, sustainable social investment market in [Growing the Social Investment Market: a Vision and Strategy](#). Since then the market has moved on considerably. We have put in place many of the essential elements of government support that underpin a well-functioning market. This includes the establishment of Big Society Capital (BSC) to increase the amount of finance in the market. To date BSC has made £165m investment commitments supporting over 100 frontline organisations to date. The Investment and Contract Readiness Fund, which provides support to charities and social enterprises to build their capacity to be able to receive investment and bid for public service contracts, has already unlocked £26 investment for every £1 of government grant. The Centre for Social Impact Bonds and the Social Outcomes Fund have supported commissioners to

develop innovative solutions to complex problems through [Social Impact Bonds](#) (SIBs).

We also recently announced another £60m of support for the sector, to be endowed to Access: the Foundation for Social Investment - to fund long-term capacity building programmes for the social sector, alongside £20m each from Big Lottery Fund and Big Society Capital to provide smaller ticket lending to social ventures. As part of its Social Investment Insights Series Big Society Capital produces research papers, in January 2015 it published [Criminal Justice and Social Investment](#) to respond to the increased interest in this arena.

In their desire to embrace commissioning innovation, some PCCs have been keen to explore the potential social investment can deliver. With just over 2 years in office, PCCs are still at the start of their commissioning journey. Nevertheless, there was interest in the Association of Police and Crime Commissioners (APCCs) Introduction to Social Investment workshop held in February 2015, with PCCs keen to explore the potential with social investors.

The Future

The government is committed to supporting a thriving civil society sector, one that works for and with communities, is supported by more volunteering, backed by intelligent financial support and is delivering more public services.

Since their election in 2012 PCCs have established their role, developed local relationships and undertaken a broad range of activity to deliver their local Crime and Police Plan priorities.

This paper provides just a few examples to illustrate positive working relationships between PCCs and civil society. Many more exist and further collaborations will grow over the coming years. PCC and VCSE partnerships are starting to monitor and see the value and impact of joint activity whether this is through partnership working, directly commissioned services or community grants.

We are keen to hear more as activity develops. The Cabinet Office, Home Office and APCC will continue to facilitate the sharing of ideas, policies and practice to support future collaborations.