

WE'VE GOT WHAT IT TAKES

The Voluntary, Community and Social Enterprise Sector:
working to reduce crime and increase community safety
in Lincolnshire



SAFER FUTURE COMMUNITIES
Empowering local voluntary & community partnerships

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An introduction to the voluntary, community and social enterprise sector in Lincolnshire

The voluntary, community and social enterprise sector (VCSE), otherwise known as the third sector, is more than a sector in the usual sense of the word. It employs among many others (including mums, dads and neighbours) nurses, teachers, sport coaches, tree surgeons, vets, chefs, financial advisors, researchers and farmers. It is an important yet misunderstood part of society, and it reaches across the economy, generating economic value in a number of ways.

The third sector contributes to the social and economic wellbeing of Lincolnshire and is defined by the Department for Communities and Local Government as being non-governmental organisations that are value driven and principally reinvest surpluses to raise funds to further social, environmental and cultural objectives. This includes organisations such as community groups, voluntary organisations, faith and equalities groups, charities, social enterprises, co-operatives, mutuals and housing associations.

In Lincolnshire, such organisations vary hugely in size, from local sports clubs supported by donations and with no paid staff, to large regional or national organisations employing thousands of people and with millions of pounds of revenue.

Scale

There are almost 2,800 registered third sector organisations (TSOs) based in Lincolnshire, constituting around 3% of all enterprises in the county. Over 600 of these organisations are based in Lincoln, with the rest distributed across the county, with particularly strong concentrations in Market Rasen and Louth. Skegness, in contrast, has the lowest number of TSOs in relation to its population. However, there are a significant number of TSOs that are not registered and known only locally by the people who use their services.

Activities

Lincolnshire's TSOs are often very local organisations, with 43% serving purely their immediate communities and only 11% operating beyond the Lincolnshire boundaries. Almost half of all TSOs provide some form of physical community facility, including village halls, business accommodation, playing fields and schools. Meanwhile, over 60% of third sector expenditure in the county is spent providing education, health and environmental services.

70% of TSOs report that their principle goal is to improve people's quality of life through their work, while a substantial number aim to enhance social networks, spread knowledge and awareness to help people make life choices around health, the environment and personal development. TSOs regularly support the most vulnerable people across Lincolnshire with 58% focused partly or wholly on children and young people, and one third of all groups provide services and support to the elderly.

Employment

Lincolnshire's third sector accounts for 7,095 full time equivalent (FTE) jobs, representing 3% of all employment in Lincolnshire, which is higher than the UK average third sector employment level of 2.2%. However almost 65% of the county's TSOs have no paid staff, while the ten largest TSOs account for 60% of all third sector jobs. Average wages in the

An introduction to the voluntary, community and social enterprise sector in Lincolnshire

sector are slightly lower than the county average, at £17,735 for each FTE position. At the same time, the third sector has a lower salary-to-turnover ratio than the public sector in Lincolnshire, suggesting that, through a combination of lower wages, volunteer time and other less quantifiable factors, it is capable of delivering more services for a given sum than public bodies. *Source: Economic Significance of the Third Sector in Lincolnshire report 2010.*

Involving Lincs

The third sector is supported by a number of infrastructure organisations, which exist to support VCSE organisations to achieve their aims and provide a link into the sector. The lead infrastructure organisation in Lincolnshire is Involving Lincs, which:

- Provides a forum for sharing information through the use and development of its website, e-bulletins, shared press releases and e-networks.
- Creates a stronger third sector voice through the development of positive links with other groups and organisations e.g. the large VCS CEO group, funding organisations, Just Lincolnshire, Lincolnshire County Council, district councils and the health sector, including Health Watch and CCG partners.
- Acts as a route for third sector involvement in strategic developments by passing on requests for representation to members and their wider networks, e.g. Big Society Strategy, Health and Social Care, Armed Forces Community Covenant.
- Provides the opportunity for joint delivery of services and other joint activity, for example, joint funding bids, joint training delivery, coordinated delivery of volunteering opportunities and joint research on needs, outcome sector worth.
- Records the success of the sector both in relation to individual organisations and wider partnerships. By bringing this information together and encouraging third sector groups to share their information, partners develop a wider understanding of the role, function and value of the third sector.

Involving Lincs vision for the third sector in Lincolnshire is:

“A responsive, sustainable, innovative and dynamic third sector, which represents and supports the community and plays a vital role in improving the quality of life of the people in Lincolnshire through information, advocacy and service delivery.”

The aim of Involving Lincs is to provide a county consortium supporting cooperation between voluntary and community sector (VCS) organisations providing infrastructure that supports the VCS in Lincolnshire. The consortium currently has 27 members ranging from general to themed infrastructure.

The mission of the Consortium is:

“To inform, consult, involve and develop the third sector and our key stakeholders, facilitating opportunities for sustainable growth.”

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Transforming Local Infrastructure

Involving Lincs was successful in sourcing funds through the Big Lottery programme Transforming Local Infrastructure. A partnership of nine Lincolnshire infrastructure organisations are now working together on a ground breaking plan to improve the support offered to VCS groups in the county. The activities being tackled range from volunteering brokerage and CRB checks, to newsletters, websites and training provision. Along the way they will also redesign funding advice services, employer supported volunteering and the provision of back office functions such as payroll and admin services.

For further information on third sector organisations in Lincolnshire contact Karen Parsons, Chair of Involving Lincs by email at Karen.Parsons@childrenslinks.org.uk or on 01507 528307 or visit the Involving Lincs website: <http://www.involvinglincs.org.uk/>.

Lincolnshire Safer Future Community Members

The following voluntary, community and social enterprise organisations are members of the Safer Future Communities network for Lincolnshire.

Please note that this is not a complete list of VCSE organisations working in the field of crime prevention and community safety in the county, but just of those organisations that have joined the network.

Most of these organisations have websites, where you can find out further information about them and their work, including how to contact them direct. One East Midlands will also be happy to pass on messages to any or all of these organisations on your behalf.

- Age UK Lindsey www.ageuk.org.uk/lindsey
- Alternatives Pregnancy Advice Centre www.careconfidential.com/Bourne
- Axiom Housing Association www.axiomha.org.uk
- Children's Links www.childrenslinks.org.uk
- Community Lincs www.communitylincs.com
- Birchwood Access & Training Centre www.birchwoodaccess.org.uk
- Development Plus www.developmentplus.org.uk
- Framework Housing Association www.frameworkha.org
- Grantham Baptist Church www.granthambaptistchurch.co.uk
- Grantham Food Bank www.granthamfoodbank.org.uk
- Grantham Volunteer Centre <http://homepage.ntlworld.com/a.mole/contact%20us.htm>
- Home Start Grantham www.home-start.org.uk
- Jubilee Christian Fellowship <http://jcfkelby.co.uk>
- Just Lincolnshire <http://justlincolnshire.org.uk>
- LEAP www.leap.uk.com
- Lincoln Business Improvement Group www.lincolnbig.co.uk
- Lincolnshire Action Trust www.lincolnshire-action-trust.org.uk
- Lincolnshire Active Community Network <http://lincolnshiresports.com/lincolnshire-active-community-network>
- Lincolnshire Home Improvement Agency <http://lincshia.org>
- Lincolnshire YMCA www.lincsymca.co.uk
- Oasis Project www.drugandalcoholsupport.co.uk
- Positive Health Lincs www.positivehealthlincs.com
- The Nomad Trust www.nomadtrust.org.uk
- Terrence Higgins Trust Lighthouse www.tht.org.uk
- Victim Support Lincolnshire www.victimsupport.org.uk

Lincoln Evening Safety Project

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The Lincoln Evening Safety – One Stop Shop project is a multi-agency community initiative aimed at tackling anti-social behaviour, crime and youth crime in Lincoln City Centre during the evenings.

Anti-social behaviour is a serious issue in Lincoln amongst students and young people, particularly on week day nights when clubs and pubs hold promotional evenings, with the city ranked in the top 10 worst performing districts in England in terms of alcohol specific hospital admissions, alcohol attributable hospital admissions and alcohol related recorded crimes. For alcohol specific hospital admissions for under 18s, Lincoln is ranked 298 out of 326, for alcohol specific hospital admissions amongst males 309 out of 326 and for binge drinking 279 out of 326.

The project provides a fresh approach to addressing crime and alcohol related anti-social behaviour, locating Evening Safety Wardens, the Neighbourhood Police Team and Street Pastors at the same one-stop-shop in the city centre, each providing a complementary service. All of the partners provide a highly visible presence in the city centre, ensuring it is a safe and welcoming environment for residents and visitors.

The Evening Safety Wardens provide an ambassadorial role as well as a highly visible presence acting as a deterrent for anti-social behaviour. Part of their role involves working with students and young people on awareness raising events and promoting a safe and responsible approach to alcohol consumption at student events.

The Street Pastors provide supportive and

practical assistance to young people who may be at risk as a result of youth crime and anti-social behaviour. All of the community volunteers are required to undertake nationally accredited training before they become involved in the programme.

The Lincoln City Centre Neighbourhood Policing Team provides a visible presence in the city centre at night. In addition, the Community Beat Managers and the Police Community Support Officers are based at the one-stop-shop strengthening multiagency working and information sharing.

The Lincoln Evening Safety Project, which is currently seeking funding to continue, costs £90,000 in its first year and £95,000 in its second year, with the cost covering training, uniforms, marketing and salaries for the evening safety wardens and coordinator support.

The project has had a considerable impact on the city centre, including a reduction in levels of alcohol-related crime and anti-social behaviour, increased collaboration between agencies responsible for policing the city centre at night, a reduction in alcohol-related hospital admissions, improved public perceptions of drunk and disorderly behaviour and a reduction in negative perceptions around the fear of crime. This includes instances of recorded crime in the city centre during the evenings falling from around 27 per month at the beginning of the project to 14 per month by September 2011.

In addition, the project has had a number of cost benefits for the police and other partners, including improved intelligence sharing, clarity on roles and responsibilities, clearly defined brand and

Lincoln Evening Street Safety Project

integrated service delivery, and collaborative monitoring and reporting of activities.

Another major part of the Lincoln Evening Street Safety Project that has worked well is the use of social media, with Facebook and Twitter used to link the Evening Safety Wardens, Street Pastors and the Police with the community. The project also developed a new city centre app that evening visitors to the city could download to obtain information on the range of support services available to them. This successful use of social media helped to engage communities and improve support services and communication channels across Lincoln City Centre.

Lincoln Street Pastors

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Launched in October 2007, Lincoln Street Pastors aim to provide assistance to revellers and help keep people safe in Lincoln City Centre, by helping, listening and caring for those who become vulnerable on a night out.

The three key roles of the street pastors are to support the homeless, including helping individuals find homes through referring them on to other agencies; listening to people's problems; and helping those who have consumed too much alcohol, including helping them sober up, preventing injuries, reuniting individuals with their friends or relatives, and where necessary escorting them home safely.

Lincoln Street Pastors represents 18 churches and has 41 operational street pastors and 32 prayer team members, contributing approximately 32,000 volunteer hours a year. The project costs in excess of £18,000 per year to run.

Between 1 November 2009 and 27 February 2010, street pastors and prayer teams worked 33 nights, dedicating over 268 hours to patrolling the streets. During this time they engaged in 790 conversations with revellers and 104 conversations with homeless people, removed 727 bottles, and distributed 121 pairs of flip flops, 58 space blankets, 62 bottles of water and 95 referral cards.

A Safe Zone survey in 2009 showed that 61% of people felt that the Street Pastors were a benefit to Lincoln and provided a deterrent to anti-social behaviour.

Although the role of the street pastors is not one of crime prevention, but of care and support, and other activity has taken

place alongside the street pastors that will have influenced crime levels, there has been a 40% reduction in crime levels in the area the street pastors patrolled, which is 1.5 times higher than that recorded in non-patrolled areas, equating to a 27% reduction.

In addition, there has been a 47% decrease in violence against the person offences in the patrolled area, compared with 39% in non-patrolled areas, 42% reduction in aggravated bodily harm, a 67% reduction in public disorder behaviour offences, and a 48% reduction in threatening behaviour.

Part of these reductions can be put down to the presence of the street pastors, who although do not directly intervene in offences, can act as intermediaries in disputes, preventing them from becoming physical altercations and causing more serious injuries, and having a positive impact on the levels of public order.

For further information on Lincoln Street Pastors visit

<http://www.streetpastors.co.uk/ProjectArea/Midlands/Lincoln/tabid/447/Default.aspx>

Lincolnshire Action Trust

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Lincolnshire Action Trust works in partnership with a range of statutory and non-statutory agencies to improve the skills and employability of offenders and prisoners. This work has included resettlement and remand housing projects, employment, training and education, and NEET young offenders provision, supporting over 1,500 individuals each year.

Through its ongoing resettlement programme, the Trust has aimed to provide employment, training, education and accommodation options for prisoners released from HMP Lincoln in order to reduce the problem of short-term repeat offending. Both during their induction and on their release, all prisoners can access a team of qualified practitioners, including a debt advisor.

Also located at HMP Lincoln and running since 2008, the Trust's remand housing project aims to ensure that remand prisoners have full access to specialist advice on preserving their housing tenancy or finding an address for their release if they are of no fixed abode. This includes a partnership arrangement with the YMCA to provide floating support in Lincoln for remanded prisoners on release.

The Trust also provides specific employment, training and education assistance through Lincolnshire Probation Trust and Lincolnshire Police Integrated Offender Management units with the aim of reducing high levels of unemployment within this offender group, supporting them through a multi-agency team and providing an incentive for their compliance. During the six month trial of this project, which

ended in March 2012, the Integrated Offender Management team reported a 51% reduction in reoffending and a drop in unemployment amongst the offenders from 90% to 30%.

The Trust has also secured three years funding to employ a part-time Information, Advice and Guidance Advisor to work with NEET (not in education, employment or training) young offenders who are not engaging with Youth Offending Service Learning Liaison Officers. Using a person centred innovative approach, the staff member works intensively with the young people to identify long term and sustainable employment, training and education opportunities, and to assist in overcoming the barrier of a criminal record.

During the last 10 years LAT has successfully increased the access offenders and prisoners have to employment, disclosure, training, education, accommodation, family support and debt management, leading to a reduction in reoffending and anti-social behaviour, and an increase in employment and community cohesion.

Through the Trust's work there has also been a reduction in costs for the prison service, police force, courts, children's services, the education authority and the welfare system.

For further information on Lincolnshire Action Trust visit www.lincolnshire-action-trust.org.uk.

The Football Factory

Running since October 2011, the Football Factory aims to provide a diversionary activity for young people on Saturday evenings in order to reduce levels of anti-social behaviour, criminal damage and crime within the Park Ward area of Lincoln.

Managed by Off the Bench, based at the Sincil Bank 3G pitches and delivered by fully qualified Football Association Level 1 and 2 coaches, the Football Factory provides young people aged 8 to 18 with the opportunity to engage in a range of positive football based activities, that promote factors including fair play alongside enjoyment.

The sessions, which attract up to 50 young people on a weekly basis and continue to grow, also aim to offer a safe place where they can participate in sport, engage in something positive and not become involved in undesirable behaviour.

By uniting young people from various ethnic cultures and encouraging them to work as a team, the project also promotes community cohesion in the local area.

A high number of volunteers, who may not be interested in playing football, have also been able to get involved and gain new skills and confidence, by assisting with the delivery of the sessions and having an influential role in improving their local community.

Off The Bench is a community interest company formed in April 2011 to address issues of low-level anti-social behaviour and boredom amongst young people and the promotion of community cohesion within Lincolnshire.

For further information on Off The Bench visit www.otblincs.org.uk.

Framework Housing Association

SAFER FUTURE COMMUNITIES
Empowering local voluntary & community partnerships

Framework Housing Association is a registered charity and registered provider of social housing, which aims to change and save lives across the East Midlands by preventing homelessness, stopping rough sleeping and providing new opportunities.

One of the charity's projects, working in partnership with Last Orders, is the **Nottingham City Alcohol Diversion Scheme**, which is offered to anyone arrested in Nottingham City for being drunk and disorderly.

Individuals are offered the opportunity for their fine to be reduced if they attend a three-hour alcohol awareness course, which, using evidence based techniques proven to effect behaviour change, covers a range of areas including the relationship between alcohol and offending and the dangers of mixing alcohol and cocaine. The course is delivered by a clinical nurse specialist, who aims to deliver information that is effective in achieving long term behaviour changes in people's drinking behaviour.

Following a successful six month pilot, the scheme, which is funded by the £40 reduced fine of the attendees at no cost to the police or the council, has recently been expanded into the Nottinghamshire Police Restorative Justice Programme. To date, over 100 individuals have attended the course with none of these going on to reoffend, saving the police and the health service the cost of dealing with their arrests and alcohol related emergency treatment.

Another of Framework Housing Association's projects is its **Healthy Eating**

scheme, which aims to replace drug and alcohol related criminal behaviour with social activities, healthy eating awareness and budget planning.

The project runs one day a week sessions over an eight week period, funded by the NHS at an estimated cost of £300 for 12 individuals, who learn to engage in alternative behaviour when they have cravings; discover how to buy fresh ingredients and make nutritious food on a budget; benefit from participating in healthy and worthwhile activities in order to sustain abstinence from drugs and alcohol; find encouragement and support by participation in self-help groups; and learn how to structure their free-time away from non-productive activities.

Framework Housing Association is also the lead agency, working alongside housing providers Stonham and Adullam, in the **SAFE** project, which began on 1 October 2012 to work with young Derbyshire residents who are at risk of losing their homes or who live independently but need some support, including young offenders, young people with substance misuse issues and young people at risk.

The project, which is open ended depending on continued funding, provides a range of support including access to supported accommodation; benefit claims; developing skills for independence; budgeting and financial awareness; education, training and employment opportunities; working with housing officials and private landlords; getting involved with the local community; contact with statutory services; and access to other specialist support. Through the provision of these services, the project aims to prevent homelessness and its associated issues, including crime.

Framework Housing Association

Covering Lincolnshire and Rutland, Framework Housing Association's **Street Outreach Team** aims to reduce the levels of rough sleeping across the two counties by coordinating and promoting best practice in working with rough sleepers. This includes planned reconnection and sourcing of appropriate accommodation and support and developing referral systems across all of the charity's accommodation systems in Lincolnshire and other housing providers.

Beginning in March 2012 at a cost of £250,000 over three years, with some additional funding in year one to help implement the project from the Lincolnshire Homelessness Strategy Group, the service works with a range of agencies, including the Police, UK Borders Agency and Victim Support, to focus on specific anti-social behaviour amongst rough sleepers, including street drinking.

A final example of a project within Framework Housing Association that aims to reduce criminal behaviour is its **Colville House Complex Needs Service**. Based in the Arboretum area of Nottingham, this is a supported housing service for women over the age of 18 with varying complex needs, including known sex workers.

Located in an area associated with prostitution and anti social behaviour, the ongoing project, which does not require external funding, has developed a joint working protocol agreement with Nottinghamshire police to address and reduce street prostitution and its associated negative issues.

When service users are seen prostituting in the area by the police, they are escorted back to Colville House, where the staff are made aware of the situation

and issue the service user with an anti-social behaviour warning. Within 14 days of this warning, a midway meeting will take place between the service user, a staff member of Colville House and the police to discuss initial concerns, offer support and discuss how to avoid further action, including eviction, which is always a last resort for the charity.

Further meetings will take place every time a service user is issued with a warning. In addition, monthly meetings take place between Colville House and the police, and the Police Community Support Officer regularly drops in to Colville House to encourage a positive police presence.

Service users who receive a warning for engaging in street prostitution are also expected to sign an Acceptable Behaviour Contract, issued by the police, stating that they will not loiter or solicit within Nottingham City or act in a manner likely to cause harassment, alarm or distress to members of the public. In return the police agree to provide a confidential point of contact, assist in referrals to partnership agencies and offer other support where needed.

As well as reducing prostitution and anti social behaviour in the area, directly resulting in a saving of resources for Nottinghamshire Police and Nottingham City Council, the project has made women not involved in street prostitution feel safer and more confident walking through the residential area.

For further information on Framework Housing Association visit www.frameworkha.org.

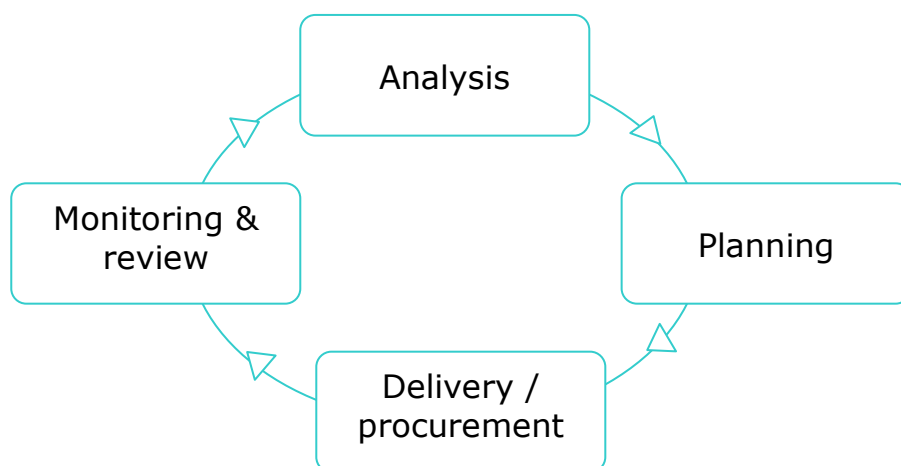
The role of the voluntary, community and social enterprise sector in commissioning

What is commissioning?

Commissioning is usually represented as a four-stage cycle with the stages involving:

- analysing local needs;
- planning services on the basis of analysis;
- implementing the plans by sourcing services from providers; and
- then reviewing the progress, and seeing the changes which result from the action.

It is a cyclical process with the Review stage leading back to the Analysis stage, and the process starting again.



The voluntary, community and social enterprise sector (VCSE), also known as the third sector, has a vital role to play in the delivery of public services and in the different stages of the commissioning process. VCSE organisations can play a number of roles in commissioning and have a range of functions, including:

- delivering services
- advocating and lobbying on behalf of local communities and individuals
- facilitating community, economic and international development
- engaging with people in local communities, and those who may have difficulty shaping or accessing local services
- developing new ways to meet the needs within their communities.

The VCSE can enable commissioners to develop a wider range of services, to develop a wider market-place of providers, and to ensure that services are delivered to “hard to reach” groups in local communities. They can also use their knowledge of specific needs and interests to develop niche services for people in communities with specific needs.

The VCSE contributes significantly to the economy and life in the county. Working within local communities, they help to bring people together, build good relationships within communities, and help people feel they have a valuable and active role to play. This is

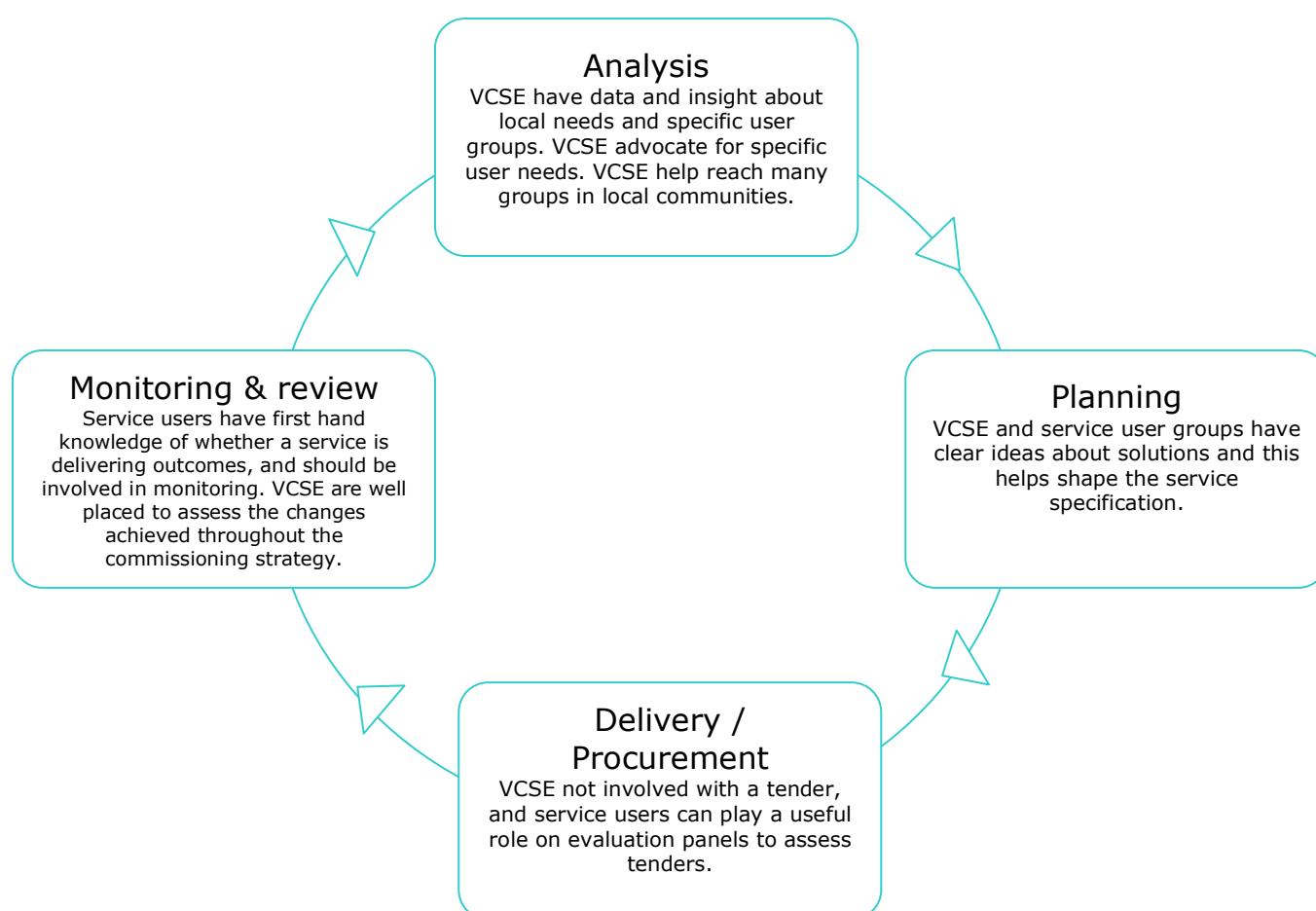
The role of the voluntary, community and social enterprise sector in commissioning

sometimes called “social capital” and adds to community cohesion and local democracy.

The VCSE has considerable knowledge and expertise about their areas of work, and so can contribute to the development and delivery of services through local partnerships. They can enable a more thorough commissioning process by:

- providing information to inform local needs analysis
- engaging with people who use services and people in communities in which services are delivered, to inform the design of local services and service outcomes, as well as service evaluations
- arrange local consultation events and promote awareness of local or county wide strategic issues.

It is important to acknowledge that VCSE services may not always be the cheapest in pure cost terms, but they can deliver additional social outcomes, such as jobs for long term unemployed people, and this saves money in the long run.



Source: GAVCA Good Commissioning Guide

The role of the voluntary, community and social enterprise sector in commissioning

Successful Commissioning Guide: securing value for money through better financial relationships with third sector organisations

Successful Commissioning from the National Audit Office (NAO) aims to help local commissioners to get better value for money from third sector organisations (TSOs). It also aims to help third sector organisations become more informed about the commissioning process, and about what they should expect from financial relationships with the public sector. Where the third sector can help deliver value for money then commissioners should make the best possible use of it.

Successful commissioning means delivering the right outcomes at the right cost. Compare that with the NAO definition of good value for money: 'the optimal use of resources to achieve the intended outcomes'. Successful commissioning is, almost by definition, good value for money.

Rather than telling commissioners how to do commissioning, this guidance focuses on those aspects of the process that are most likely to affect financial relationships with third sector organisations. The guide looks at how commissioners can help the third sector to deliver services and outcomes that represent value for money. The guidance aims to:

- clearly set out the main issues for effective financial relationships with third sector organisations;
- make use of existing guidance in an accessible and practical way;
- dispel some of the "myths" that exist around commissioning with the third sector; and
- improve practices to achieve greater value for money.

The guidance has been written by the National Audit Office and is endorsed by the Audit Commission, the Commission for the Compact, the Department of Communities and Local Government, the Department of Health, HM Treasury, the National Council of Voluntary Organisations, and the Office of the Third Sector.

For full details about *Successful Commissioning* go to the National Audit Office website at www.nao.org.uk/sectors/third_sector/successful_commissioning/toolkit_home/introduction.aspx.

Principles of good commissioning from the Office for Civil Society

The Government is working to improve commissioning to get the best possible services that deliver value for money. To achieve this, the Office of the Third Sector has outlined eight principles of good commissioning. If embedded, these could yield efficiency gains and community benefits, through smarter, more effective and innovative commissioning, and optimal involvement of the third sector in public service design, improvement, delivery and holding the public sector to account. This should result in better public outcomes for individuals and communities.

The role of the voluntary, community and social enterprise sector in commissioning

The eight Intelligent Commissioning Principles identified by the Office of the Third Sector are:

1. **Develop an understanding of the needs** of users and communities, by ensuring that, alongside other consultees, they engage with third sector organisations as advocates, to access their specialist knowledge.
2. **Consult potential provider organisations**, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service.
3. **Put outcomes for users at the heart** of the strategic planning process.
4. **Map the fullest practicable range of providers** with a view to understand the contribution they could make to delivering those outcomes.
5. **Consider investing in the capacity of the provider base**, particularly those working with hard-to-reach groups.
6. **Ensure procurement processes are transparent and fair**; facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building where appropriate.
7. Seek to **ensure long-term contracts** and risk sharing wherever appropriate as ways of achieving efficiency and effectiveness.
8. **Seek feedback** from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

Working with specialist services: A Guide for Commissioners

At the launch of the Equality Strategy in December 2010, the Home Secretary and Minister for Women and Equalities, Theresa May, said:

"It is not right or fair that people are discriminated against because of who they are or what they believe. So we need to stop that discrimination and change behaviour... And it is not right or fair that the opportunities open to people are not based on their ambition, ability or hard work, but on who their parents are or where they live. So we need to break down the barriers that hold people back and give them the opportunities to succeed."

In order to achieve this and to tackle discrimination in our society as well as growing inequality in terms of income, health and housing (among other measures) we require both a legislative framework and local service providers that are able to deliver effectively to some of our most vulnerable communities.

Specialist services are designed and delivered by and for the users and communities they aim to serve. They may be delivered by a range of equality-led organisations including Disabled People's Organisations, Women's voluntary and community organisations (VCOs), LGBT VCOs and Black and Minority Ethnic (BME) VCOs.

The role of the voluntary, community and social enterprise sector in commissioning

This briefing focuses on BME VCOs, which often work across multiple disadvantages, recognising the intersectionality that exists for individuals; discrimination is multi-layered and complex. For instance, poor minority women from BME backgrounds are likely to experience disadvantage due to their poverty, ethnicity and gender. In order to meet the complex needs of many individuals within our community, a holistic approach is often required. Specialist services provide a proven means through which to deliver this.

Many specialist services have developed in response to the historic failure of generic services to meet the needs of BME communities. They provide services sensitive to cultural, religious and linguistic needs that generic services often overlook and reach communities that other providers label 'hard to reach'.

Voice4ChangeEngland with NAVCA have come together to produce this report in order to show that specialist provision is an essential means of delivering both more equitable and more efficient public services. You can view the full report at www.voice4change-england.co.uk/webfm_send/158.

Additional useful sources of information on commissioning

Collaborating for Commissioning – how can civil society organisations engage in the design and delivery of public services is aimed at civil society organisations and public sector commissioners to help both develop their understanding of the roles they need to adopt if public services are to be intelligently commissioned and as effective as possible. You can view the full report at <http://locality.org.uk/resources/collaborating-commissioning-civil-society-organisation-engage-design>.

Public Services (Social Value) Act 2012

The Public Services (Social Value) Act 2012 becomes law on 8 March 2012. From 31 January 2013 the Act is 'live' and commissioners and procurers must adhere to it. The Act was initiated by Chris White MP as a Private Members Bill.

What is the Act?

The Act, for the first time, places a duty on public bodies to consider social value ahead of procurement. The Act applies to the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works.

The wording of the Act states that the authority must consider:

- How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and;
- How, in conducting the process of procurement, it might act with a view to securing that improvement.

"The opportunity that the Bill gives to us is to give as much credence to social value as to cost...If we do this, then we end up knowing the cost of everything and the value of nothing." Baroness Stedman-Scott, House of Lords.

What does social value mean under the Act?

The wording of the act states *"the authority must consider...only matters that are relevant to what is proposed to be procured and, in doing so, must consider the extent to which it is proportionate in all the circumstances to take those matters into account."*

What does the Act mean?

- All contracted authorities will have to consider the relevance of social, economic and environmental requirements when a contract for services is commissioned.
- It opens doors for consultation and engagement with the VCSE sector.
- There is the potential to improve local services.

Is there guidance on the Act?

The Cabinet Office has issued a Procurement Policy Note on the Act as guidance to commissioners and procurers, which is available at

www.cabinetoffice.gov.uk/sites/default/files/resources/Public_Services_Social_Value_Act_2012_PPN.pdf

For more information

- NAVCA presentation - What is the Social Value Act? www.navca.org.uk/social-value-bill
- NAVCA - Social Value briefings www.navca.org.uk/socialvaluebriefings
- Legislation website - Public Services (Social Value) Act 2012 www.legislation.gov.uk/ukpga/2012/3/contents/enacted

Grant funding and the voluntary, community and social enterprise sector

Grants are an essential part of a strong voluntary, community and social enterprise sector (VCSE). When public bodies cut grant funding or move from grants to contracts they can damage local charities and community groups. As a result the voices of the most vulnerable and disadvantaged communities can go unheard.

Grant funding is:

- Community-led – enabling a truly bottom-up approach to service development that is free from the constraints of predetermined contract specifications.
- Flexible and responsive – providing the flexibility to respond to changes in demand and local circumstances. This means less waste and fewer inappropriate or poorly used services.
- Create social value – stimulating community engagement and active citizenship. These are at the core of self help and grassroots activity, helping to build capable, resilient communities.
- Inward investment – putting organisations in a strong position to attract other funds, bringing new income into the local economy, offering stability and providing confidence to funders.
- Cut red tape – less bureaucracy to manage and evaluate. They are not bound by regulations that apply to competitive tenders.
- Local growth – investing in groups with local roots is more cost effective than bringing in new providers from outside the area and supports the local economy.
- Promote innovation – working well for one-off pieces of work or pilot initiatives. They enable the cost-effective management of risk for both public bodies and providers.
- Engage local people – enabling local groups to offer community voice, representation and advocacy. They support community engagement in service planning, providing local decision makers with vital intelligence.

It is a myth that grants are no longer possible because of competitive law and European regulations. Procurement should exist alongside grant funding, not instead of it. *Pathways through the maze*, produced by NAVCA and NCVO, outlines the distinction between grants and contracts. More details can be found at www.navca.org.uk/maze.

For more information on why grant aid is an essential part of the funding mix and is vital for thriving local communities, visit www.navca.org.uk/sustaininggrants.

The Compact

The Compact is the agreement between Government and the voluntary, community and social enterprise sector (VCSE) in England, setting out the key principles and establishing a way of working that improves their relationship for mutual advantage. The Compact safeguards the VCSE's independence, offers improved funding and commissioning processes, and clear consultation standards. It can also help partners from different sectors come together to break down barriers and identify shared goals for the benefit of communities and individuals.

You can view the full copy of the Compact at www.compactvoice.org.uk/sites/default/files/the_compact.pdf.

As well as the national Compact, most areas in England also have a local Compact, which sets out locally agreed principles for how statutory agencies and the VCSE will work together. A list of all local Compacts is available at www.compactvoice.org.uk/compacts-map.

Police and Crime Commissioners (PCC) are encouraged to sign up to and get involved in their local Compact, which will send out a strong signal that you are committed to working in partnership with the VCSE. Signing the Compact represents standing behind something that has a clearly defined purpose, and is supported across the country and by Central Government. It is a meaningful way of showing other partners that you will take a collaborative approach to working together.

For more information about the Compact contact Compact Voice at:

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Compact case study: Gloucestershire – Influencing the Police and Crime Commissioner

Summary

Gloucestershire Association for Voluntary and Community Action (GAVCA) worked proactively with the Gloucestershire Police Authority and Gloucestershire Constabulary to enable the VCSE to engage with and influence the PCC.

Impact

Local engagement work helped to raise the profile of PCC elections amongst VCSE organisations and communities across Gloucestershire. It also ensured that the focus of the elections was on community safety, and not just policing priorities. Following on from the initial consultation, the Gloucestershire Constabulary has commissioned further consultation to look in more detail at how to improve things for marginalised communities.

The Compact

Strong relationships and mutually beneficial partnership working has been established at an early stage between the VCSE sector and the Gloucester PCC, and the already strong relationship with Gloucestershire Constabulary has been further developed. PCCs will be responsible for commissioning community safety work and this will be informed by Compact principles and by on-going dialogue with the VCSE.

What happened?

Gloucester Police Authority were concerned that there was likely to be limited public engagement in PCC elections, particularly from seldom heard groups in the county. They wanted to stimulate debate within these communities about what the priorities for the PCC should be and to discover wider views on policing and tackling crime.

They commissioned GAVCA to broker, rather than do, a consultation. GAVCA in turn commissioned relevant member VCSE organisations to hold a focus group with selected seldom-heard and potentially marginalised communities. 15 consultations were held, targeting both geographical communities and communities of interest. A representative from each community acted as a facilitator and led the focus group discussion based on three questions agreed with Gloucestershire Police Authority. They also wrote detailed notes, which were independently analysed and collated into a fairly challenging and hard hitting report. A follow up meeting was held with facilitators to look at the results and hear the stories behind the report. One positive outcome is that people who attended the focus groups are keen to remain engaged.

The Police Authority compiled a report based on the findings of all the focus groups which, as well as being presented to the newly elected PCC, was also shared with the Constabulary as several issues about day-to-day policing were also raised by groups.

Alongside this practical engagement, GAVCA encouraged the Police Authority to commission consultants to provide it with strategic advice about future commissioning arrangements for community safety, which it has done. Gloucestershire's Compact Commissioning Code provides helpful guidance for the PCC and a Commissioning Framework for Criminal Justice Agencies, based on Compact principles, has also been developed by GAVCA as part of the previous project.

"The Police Authority recognised that they don't have experience of commissioning the VCSE and they came to GAVCA for advice. We pointed them in the direction of our Compact Commissioning Code and Good Commissioning Guide and stressed the importance of an on-going dialogue with the VCSE. We want to work with our new PCC to ensure he gets community safety commissioning right first time by basing it on the good practice in our Compact code."

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A focus on drugs and alcohol – Produced by DrugScope

DrugScope is one of the UK's leading independent centres of expertise on drug use and drug policy and the membership body for the drugs field. DrugScope is also a partner in the Safer Future Communities (SFC) initiative, which supports the voluntary and community and social enterprise sector (VCSE) to engage with Police and Crime Commissioners. Find out more at www.drugscope.org.uk or directly contact Marcus Roberts, DrugScope's Director of Policy and Membership at Marcus@drugscope.org.uk.

The purpose of this briefing is to show how investing in preventative activity will result in substantial savings.

There are a number of reasons why PCCs should be concerned about drug policy and the development of local drug services:

1. A minority of people with serious drug dependency problems commit a high proportion of acquisitive crimes
2. Investment in evidence-based drug treatment cuts crime
3. Victims of crime and abuse may have substance misuse problems – for example, women who experience domestic violence
4. PCCs will need to respond to local concerns about drug use and markets
5. The policing of drug offences involves a significant police resource.

Drugs and crime – some key facts and figures

- A typical dependent heroin user spends around £1,400 on drugs each month, two and a half times the average mortgage
- Heroin, cocaine or crack users commit up to half of all acquisitive crimes (shoplifting, burglary, robbery, car crime, fraud and drug dealing)
- The moment they start treatment, less crime is committed
- The National Audit Office states that every £1 invested in drug treatment saves at least £2.50 in subsequent costs to taxpayers, primarily by reducing crime.
- Drug treatment prevented an estimated 4.9 million offences in 2010/11 including 100,000 burglaries and robberies, 75,000 car thefts and break ins, 1,100,000 shoplifting thefts, 350,000 acts of prostitution and 25,000 bag snatches
- It has been estimated that every £100 invested in drug treatment prevents a crime.

Source: National Treatment Agency (2012), *Treat addiction, cut crime*. This resource includes detailed breakdowns of impact on particular crimes and cost-benefits. It is available at www.nta.nhs.uk/uploads/vfm-crimepresentationvfinal.pdf.

Supporting the reintegration of ex-prisoners

The Drug Intervention Programme has helped to support the re-integration of ex-prisoners. Without integrated offender management at the point of release from prison there is a risk that progress made to tackle substance misuse issues in prison will be lost on release. For example, the Patel Report on drug treatment in prison (2009) reported that in the week following release, prisoners are 37 times more likely to die of a drug overdose than other members of the public. One former prisoner commented on the need for 'someone to meet

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you from either the local DIP teams or a trusted person to make sure you aren't going to slip straight back to your old habit'.

Supporting victims

Victims may turn to drink or drugs to cope with their experiences (for example, childhood abuse or domestic violence). Often the lines between offenders and victims are not clear (for example, women involved in prostitution with substance misuse problems are often victims of exploitation, violence and abuse). Drink and drug use can put people in situations where they are more vulnerable to crime (for example, many victims of city centre violence are intoxicated).

Policing and drugs – some key facts and figures

- Nearly 270,000 officer hours were saved in England and Wales in the year after police started issuing street warnings for cannabis. *Source: T May et al (2007), Policing Cannabis, Joseph Rowntree Foundation*
- Research suggests that enforcement alone has limited impact on the availability of drugs – for example, closing down a market in one neighbourhood may result in displacement to another neighbourhood or increased violence as new dealers fight over the vacated territory. However 'smart' policing approaches involve local communities, focus on the harm that they experience and take a more holistic approach to addressing these harms. These can be effective. *Source: UK Drug Policy Commission (2009), Moving towards real impact drug enforcement*
- A national survey of police forces found in 2011-12 that drug-related policing expenditure and activity was expected to decrease including activities such as covert surveillance, test purchasing and other intelligence work. *Source: UK Drug Police Commission (2012), Charting New Waters*

DrugScope recommendations

- Make drug and alcohol treatment a priority
- Pro-actively engage with local authorities to support investment in evidence-based services, for example, Health and Wellbeing Boards
- Use the Drug Intervention Programme (DIP) budgets to invest in effective interventions in criminal justice services that can identify people whose offending is linked to a drug or alcohol problem and direct them toward appropriate services
- Focus police priorities on drug enforcement that is effective in tackling harms that impact on local communities, for example, 'open' markets or focusing on the most violent and dangerous drug dealers
- Consult local communities on approaches to policing people in possession of small quantities of drugs, particularly given the pressure on police resources
- Work with local partners to develop approaches that link enforcement to 'demand reduction' by challenging offenders to address drug or alcohol issues.