

# Innovative VCS Involvement in IOM Arrangements

## Final Report of the Gloucestershire Pilot

### 1 Set up of the Project

GAVCA is a local support and development (infrastructure) organisation that represents and supports the voluntary and community organisations in order to strengthen voluntary and community action in Gloucestershire. In the summer of 2010, GAVCA was invited by CLINKS to put together a proposal for Gloucestershire as one of the 4 pilot areas for investigating ways to involve the VCS in IOM.

IOM partners were involved in developing this proposal right from the start because GAVCA was already developing closer working with various criminal justice agencies at the time of the offer to be involved in this programme. In June 2009 GAVCA, in conjunction with the Gloucestershire Criminal Justice Board, (CJB) had put on a conference to bring together criminal justice agencies with voluntary and communities groups with an interest in criminal justice issues to look at how closer joint working could be achieved and the mailing list of attendees then formed the basis of a VCS “Safer and Stronger Communities” network, part of the VCS Assembly structure, which GAVCA has since been developing and which was then invited by the Criminal Justice Board to elect a VCS rep to sit on the IOM Board.

Initial ideas for this project were therefore discussed with the Chair of the CJB (Ivor Twydell) and the Chair of Gloucestershire Safer and Stronger Communities Partnership (GSSCP) (John Bensted) as part of this ongoing dialogue.

At the same time, organisations from the VCS Network were identified who it was felt could be relied on to deliver an effective project in the limited time available and they were invited to start to think about their priorities for potential projects. GAVCA brokered these relationships, putting organisations in touch with each other that were thinking along similar lines, gathered these ideas together and formed the consortium to deliver the project. When these were firmed up, the final proposal was shared with the wider VCS through the VCS Safer and Stronger Strategic Network to consult with them on the detail of how the projects would be delivered and any further complementary links there might be to work that other organisations are doing.

On confirmation of the funding, a Steering Group was set up, comprising one representative from each delivery organisation, Glos Constabulary and Glos Probation. However, in practice, these have been open meetings and all members of staff involved in delivering the projects have attended to share ideas and bring feedback, which has been very beneficial.

### 2 Overall Local Outcomes

The overall scope of the project was to address 3 key outcomes through 3 distinct projects that all involve several strands of work. These, and the outcomes achieved, are detailed below.

#### 2.1 Increased capacity of VCOs that work within IOM

- 2 sustainable **social enterprises** that support IOM offenders have been developed, one around education, homelessness and unemployment and one providing job opportunities for offenders in a cleaning service for social housing providers. The latter has already won several cleaning contracts and is operating in a much more business-like way than the organisation has been accustomed to in the past.
- A sustainable business plan has been developed for a partnership of VCOS providing a new **family-focussed support package**.

- A loose coalition of VCS organisations that had started a **Restorative Justice Project**, have now come together in a more formal partnership, forming a Community Interest Company, This will enable them to bid for funding and operate in a more business-like way.,

## 2.2 Increased user involvement and volunteering within IOM

- A **mentoring and befriending service** has been developed, steered by the users of the service. 12 volunteers were recruited, inducted and trained as mentors and have started provided mentoring to offenders from the IOM group
- A community-based **Restorative Justice Programme** for offenders in the IOM cohort has been developed and 20 volunteers have been recruited, trained and have been delivering this Programme. A total of 7 offenders have so far benefited from the service which enables them to take control of decisions about achieving justice concerning their offence.
- A **Client Reference Group**, involving up to 20 service users, has been established which enables offenders to influence the IOM service delivery as well as inform future commissioning. Although a separate women only group did not continue, many women are involved in the Reference Group. The group has carried out extensive research about members' views of services which have been fed into IOM through a final report.
- 6 organisations that work with offenders, including the Probation Service and the Constabulary, have improved knowledge and skills to **manage volunteers** within their organisations effectively, which will result, in the longer term, in more local people being involved in volunteering within IOM, although this will take time to develop.
- Throughout all the strands, there has been a marked increased engagement of clients in the programme and increased confidence of those involved.

## 2.3 Increased partnership working and better linkages between VCS and statutory partners to implement IOM

- Volunteer managers within the Constabulary and the Probation Services have established links with VCS service providers and GAVCA's Volunteering Services which will enable them to further develop their use of volunteers in the future.
- Work to **develop the Gloucestershire VCS market** has resulted in increased and improved information about services available being available to IOM case managers through the RAPPORT database and GAVCA's database of VCOs in the county.
- Although work with Gloucestershire Probation to develop an **IOM Commissioning Strategy** to meet any identified gaps in services has not resulted in a finalised strategy, a Framework for Commissioning has been produced which will help to guide this process forward and has identified the next steps required.

More generally, the work has also resulted in the following outcomes:

- Cultural differences and values between the VCS and public sector partners about working together, and assumptions about roles, have been highlighted, enabling discussions about these to happen which are crucial before partnership working can develop and move on.
- The project has enabled partners to "test the future and find it works." Although it hasn't been possible to prove that offending has been reduced in such a short timescale, measurable differences have been made in indicators that are known to result in reduced re-offending, so we can assume that this outcome will be achieved.
- The role of GAVCA, as the local infrastructure organisation, in leading the consortium and brokering the relationships between the two sectors, was felt to be pivotal by all partners. The public sector partners, in particular, felt that they would not have been able to achieve so much in such an unstable environment without this link and support.
- The project has provided a lot of opportunities to learn how to do things differently and to test out the viability of ideas. This was particularly true of the Family Therapy Project.

- The work has shown that it can be beneficial to move resources to earlier in the offender journey which will save money in more intensive input later on.

### **3 Sustainability**

Throughout the project, all partner organisations have grown their knowledge about working within IOM and have been able to identify potential blocks and barriers. These have been fed back to CLINKS to inform future developments which can help such services to be more sustainable and effective in the future. Moreover, all the project strands have been embedded into the day to day work of the lead organisations so that they will continue after the pilot projects has ended.

The new partnership approaches between the VCS and the Public Sector will be maintained, at a strategic level, through GAVCA's wider role in supporting VCS engagement in the Gloucestershire Stronger, Safer, Justice Commission, (GSSJC) which has been funded by Gloucestershire Constabulary and linking this work into the Re-offending Strategy which is being developed. A presentation to the GSSJC will be made in June to put forward the need for more operational support through a brokerage role, providing up to date information to IOM managers about services and support available in the VCS and linking partners together as required.

At the same time, with support from CLINKS, GAVCA will work with the IOM Board and the IOM Steering Group to take forward the recommendations in the Commissioning Framework report, including a conference in the autumn to share the learning of this project.

A report from the service user Reference Group's research will inform the ongoing development of IOM.

### **4 Lessons Learned – what could have been done differently?**

**4.1** It was difficult to get referrals to these new services in the very short timescale of the pilot projects as it felt quite overwhelming for the case managers. The pace of change that the VCS could create seemed too fast for them and the timing of the project, at a time of such uncertainty over spending cuts, future jobs and new agendas, didn't make it easy to focus on what was being offered. Case managers are in the process of having to change role from therapists / drug workers to case managers and it was identified that there are training needs associated with this. There was not much that could have been done differently to address these issues but the capacity of staff involved and the time taken to make changes within the public sector need to be taken into consideration in future plans.

**4.2** In the past case managers haven't looked that deeply into clients' needs if they knew there was no service to refer them on to. So, especially in the case of family therapy, rather than unearth a minefield of issues, they haven't delved that far into this, and so unmet need is hard to identify at the moment.

Suggestions for how the VCS could support case managers with all this change include:

- some kind of a brokerage role: someone who knew more about all the services available in the VCS. Jude said that the Atlas project was a good model for this
- multi-sector training including work shadowing in the VCS

**4.3** There is a need for information sharing protocols between VCOs and statutory agencies for example if VCOs need to report back on who's attended their service.

- 4.4** Different agencies requiring data in different ways which can cause an issue when this conflicts with monitoring requirements within contracts. There need to be clear agreements, within any partnership working, about the format that data will be presented in.
- 4.5** The Oasys system drives people in a certain direction when they're assessing needs and some needs get lost in the system. We recommend that the Oasys system is reviewed.
- 4.6** The changes this work hoped to achieve were all so linked into the numerous other public sector changes going on that the timing was difficult for this project. Ideally, the structural changes to partnership structures would have happened first, but this was not the case.
- 4.7** Will commissioning always have a cost attached or could case managers refer to VCOs without having to pay anything? This will depend on whether the client fits into any other categories of funding that the VCO has. It's important that the information available to case managers about the VCS services includes the funding eligibility criteria for each service
- 4.8** There needs to be a broader process of needs mapping before commissioning can take place.
- 4.9** The Volunteer Management training was not well timed, as it was offered at a time of cuts in staff and suspicion in the public sector about paid staff being replaced with volunteers. GAVCA has also found on previous occasions that people don't always recognise the need to support at the time when it is offered – it is more important to have the support service available as and when they need it. For this reason, GAVCA will carry over the offer of free advice to the public sector into the new financial year so that they can access the support when they are ready.

Sally Pickering  
Chief Executive, GAVCA  
April 2011

## Summary from each work stream

### REACH – Piloting a sustainable Social Enterprise

REACH Gloucestershire has been developing a Feasibility Study for a property restoration project. The proposal was based on a highly successful Restore Trust scheme in operation in Bristol and it was believed this could bring substantial benefits to Gloucestershire for IOM and Council Housing stock.

Working with other agencies, the report examined how offenders might be engaged with, taught skills, gain qualifications and finally to operate a self employed business. In addition houses could potentially be used for offender accommodation thereby addressing two critical paths out of criminality “Employment and Accommodation”.

As property renovation is a well established business model the mechanics will only be referred to where they relate to the above goals.

#### Clients

The primary referral route would be via the IOM Commissioners and a client reference group was set up and was able to provide the useful feedback

#### Property types

The following housing types were investigated and it was found that only the latter two offered any development potential:

- Public Sector or Social Housing Voids**

- Private Sector Voids**

- Problem Voids**

#### Development Routes

Three routes were investigated the first being a longer term objective and the second offering a more immediate potential for a pilot project and the third as an alternative should funding continue to prove hard to obtain.

#### Strand 1 – Gloucestershire – Public Sector Leasing (PSL)

Large Registered Social Landlord invited into Gloucestershire looking to bring into use 100+ units across all Council areas with a specific remit to support IOM and vulnerable people. REACH’s involvement would be to renovate the void properties and possibly take on a maintenance contract.

#### Strand 2 – Council & Private Landlords – Pilot Project

This avenue is ongoing and has great support from specifically Gloucester City Council. Should funding issues be clarified then this could become active relatively soon.

#### Strand 3 – Capital Purchase or Shared Capital Growth

A sustainable alternative would be to either purchase a property and when it is sold to use the surplus to fund the next property and operational costs or agree a partnership with a Council or Landlord whereby any increase in value is shared.

#### Funding

Whilst REACH is a not-for-profit organisation it does need to generate enough income to cover costs and currently operates by receiving a placement fee from labour source (JobCentre Plus or Community Payback) and balancing this with a daily fee from benefactors receiving work teams.

At present IOM engagement does not include provision for a placement fee and therefore the Capital Purchase or Shared Capital Growth avenue is currently the only route to implementation.

## **Outputs**

### **IOM Engagement**

In order to begin to engage with IOM, REACH took the decision to integrate a small number of IOM users into their current project work on a trial basis, however these places 'piggy back' and are therefore dependant on the continued funding of the work placement scheme from JobCentre Plus.

### **Viability of the Proposal**

The use of offenders classified under IOM to restore properties and therefore gain access to employment and accommodation was proven feasible provided that either ongoing placement funding of offenders is made available to underpin the low cost base or that significant seed funding becomes accessible to kick start the capital project.

In developing this report it has been determined that there are indeed a large number of empty properties available for restoration and that the proposal is welcomed and would be supported by local councils, due to the increase in availability of housing stock.

Therefore the feasibility of property restoration, in conjunction with IOM and VCS, is not in doubt, however until the clarity of funding can be obtained the project cannot move forward as quickly as had initially been envisaged.

## **CCP – Piloting a Sustainable Social Enterprise**

Under this work stream, CCP has been able to set up and pilot a programme of work experience for IOM offenders leaving custody.

The original proposal from CCP was to undertake a pilot project based around computer recycling in partnership with IT Schools Africa, giving clients an opportunity to gain valuable work experience and work related training to increase their employability options.

Early on in the project it became evident that the computer recycling proposal was not geared towards the offenders that were being referred to us and after further consultation we developed a social enterprise model based broadly around building and land maintenance. We are currently able to offer property maintenance, general decorating and industrial cleaning.

We employed a Service Manager to undertake the running of the pilot and he brought with him an excellent background in working specifically with offenders, more generally with the hard to reach and unemployed and with experience of property development. These were essential qualities in driving this programme forward.

Recruitment started in earnest during December 2010 following some project preparation including organising a range of operational systems, marketing provisions and undertaking networking.

The programme has focused upon those individuals who are traditionally hard to place in mainstream work placements but who present as genuinely motivated and desiring to change their circumstances. To this end rigorous interviews have been undertaken with each of the potential candidates to ensure, as best we can, that they are reliable and have good work ethics. This has served us well as we journey through the pilot programme.

By January 2011 we had 2 offenders available for work on the programme and through January and into February successfully recruited a third. Through a programme of respect and nurturing, together with offering 'real life' work experience, we have managed to maintain all of the offenders on programme. Additionally we have completed an impressive array of jobs, which have all achieved income for the programme, offered excellent training for the offenders and improved the credentials of their CVs, making each of the offenders that much more employable for the future.

CCP have taken a positive and progressive approach to this programme and in so doing have committed to pump priming it for another 3 months whilst we strive to secure some larger contracts that will offer a sustainable future. What is perhaps the most exciting prospect to strive for is the reality of securing enough work to start employing the offenders on programme.

### **Our Approach**

Our approach has the advantage of capitalising on skills that offenders have acquired during their stay in prison and enables them to transfer those skills to a real world work environment upon release. This is often not the case for many offenders being released from custody because they are simply not offered the opportunity of real life work experience, perhaps being considered as being too high risk. The original age parameters for participants on the project were also widened to include any adult of working age.

Initially we were able to use CCP's buildings maintenance programme as a starting point in 'testing' the work related experience. Our head office was due a make over having just signed another 5 year leases agreement and that work is ongoing. We have also been able to cover our void management

programme within 10 units of our supported housing stock, which has been a valuable opportunity for the project.

This was an important phase enabling us to monitor a range of factors that would determine, in many ways, the success of the pilot. In terms of the work force, as our most valuable commodity, this included:

reliability	conduct	durability	motivation	quality of work
problem solving	conscientiousness			

Another important factor in undertaking the pilot was to gauge potential levels of income that would give crucial evidence in determining the longer term viability of the programme.

The results clearly indicate potential viability for the programme going forward. The current offenders on programme have been nothing less than impressive in every sense and we have received excellent feedback in all the above areas. The schemes of work (CCP HQ and the Void Management) have saved CCP a substantial amount of money in terms of traditionally using more expensive contractors. Therefore, the early indications suggest potential in terms of financial sustainability.

Along side undertaking these 'test' projects we have also been able to undertake a number of other projects. We have undertaken 2 garden clearance jobs both for vulnerable citizens in our communities who were at risk of losing their tenancies as a result of the state of their gardens.

Additionally we have been able to quote to 2 large organisations for a substantial amount of work that, should we get the 'customer satisfaction' bit right, will offer a longer term viability to this project and allay the need to rely on chasing further grant funding, although this is still an option for us.

The project is now well established with all 3 offenders still working with us. They have embraced their role as stakeholders and have helped shape and develop the strategy and aims whilst continuing to work through their own personal development issues. The energy and enthusiasm displayed by the offenders has been overwhelming and none have reoffended during their time with us.

Relationships with IOM case managers have been good and the feedback received from them has been positive. Working relationships with other VCS partners in the consortium have been greatly enhanced with greater opportunities for future partnership working now in place.

### **Summary of Outcomes**

- The pilot has demonstrated the potential of sustainability
- CCP funding for further 3 months to ensure maximum possibility of success
- Zero reoffending rate amongst participants
- Significant personal and practical development of offenders, endorsed by IOM case managers.
- Partnerships with other VCS organisations in the consortium have been developed or enhanced
- Larger contracts being negotiated with Districts, private individuals and housing associations
- Reliability, conduct, durability, motivation, conscientiousness of offenders
- Positive feedback from agencies, councils, and private individuals on the aims and outcomes of the project.

## **Nelson Trust – Family Work Project**

This project has been delivered by the existing staff of the Nelson Trust's Family Focus (FF) team working throughout in close collaboration with offender managers and DIP team case managers.

In relation to the intended project delivery goals set out in this project proposal, we can report as follows:-

**Consult with voluntary and statutory partners to design the educational programme, through a joint project management board:** FF and the GPT IOM lead have worked together to develop a referral process and form for case managers, and monitoring and outcome measures that are congruent with OASYS. The process for developing care plans and interventions for families has also been agreed.

**Work with the police and probation services to identify suitable participants in a pilot course, undertake screening and risk assessments:** We have together developed a screening tool which case managers can use with all IOM offenders to identify prevalent family-related issues and family needs across the cohort, so as to configure the development of an appropriate family intervention package. All case managers have been trained in using this screening tool and some 47 screening forms have already been returned, providing a good body of data about the family and relational issues that members of this cohort are facing.

**Consult partners to ensure targeted support services for families of IOM cohort offenders and ensure pathways are in place, for example with the DIP team, Castlegate Family Trust, HMP Gloucester Offender Supervisors and others:** FF is well connected with all those statutory and VCS agencies that can offer support services for offenders' families to ensure that support and interventions are offered in a coordinated way.

**Deliver and evaluate a pilot programme for a cohort of ten IOM offenders and their families :** 12 referrals have been received and 12 assessments undertaken. Each of these families is now engaged with FF, home visits have been made and all are currently involved in jointly developing care plans. We will continue to work with all of these families and will assess the impact, with reference to our planned outcomes, as casework is completed. A full evaluation report will be delivered to our partners once these 12 pieces of family work have been completed. Evaluation tools have been agreed.

**Research funding streams for the future development of this service and apply for available funds where appropriate to develop sustainability:** All avenues of funding or commissioning to further develop this work are being explored. Funding through other work streams – for example substance misuse and CYPD – can also be accessed which should enable work with many families in the IOM cohort in the future.

**Develop links with the newly-formed Children and Families Team at the Ministry of Justice's Rehabilitation Services Group and the Families of Offenders Board to ensure that the Gloucestershire IOM project is fully involved in these developments:** We have been monitoring developments but have not yet had an opportunity to engage with these new structures. We feel that our experience in this project has greatly enhanced our knowledge and that the processes and tools we have developed can be promoted as evidence-based good practice.

**Develop a sustainable long-term business plan for this partnership:** There is a strong commitment to continued interagency working and because many in the I.O.M. cohort also meet our criteria for

family work funded from other income streams it is expected that referrals will continue to flow. Some short-term spot purchasing of family interventions may become a possibility: once casework has been completed and evaluated we propose to approach the new CJS structures referred to above with a view to developing an embedded family intervention service with statutory sector funding. An approach would be premature until the pilot has been completed and evaluated

**Lessons learned:**

This pilot project was launched at a time of restructuring and staff changes amongst the case managers, and of course coincided with the launch of a number of other new initiatives for the IOM programme. As a result of this referrals did not initially begin to flow. However, when our FF worker met with the CJS staff teams and was able to discuss with them in detail the family issues that could be identified, the types of interventions we could offer and the potential impact on the offending cycle, together with providing a screening tool, we found the team became very engaged with our approach.

A strong collaborative relationship has been formed with case managers and lead personnel in GPT. We have greatly raised the awareness of offender managers and case managers in relational and family issues that can underpin offending behaviour. We have placed family issues more prominently in the IOM assessment process. We look forward to sharing with our CJS partners our analysis of the screening data and the outcomes for the families, and we continue to discuss ongoing interagency working.

## **Nelson Trust - Restorative Justice Project**

This partnership project commenced as soon as funding was confirmed. In the first week a former RJP Volunteer was recruited as a paid, part time development worker to work alongside the existing project leader at HMP Gloucester. In terms of the stated outcomes that were planned from the outset, the following were achieved:

**20 new volunteers recruited and trained:** We recruited and trained 18 volunteer RJP facilitators and additionally recruited a volunteer counsellor who will provide emotional support through external supervision sessions for volunteers. Three volunteers have shown an interest in working to help sustain the project in administrative, publicity and co-ordination roles. A total of 7 volunteers (including 5 from the IOM project strand) are now undertaking the Level 4 Diploma in Restorative Practice, a nationally-recognised qualification. All volunteers have had an opportunity to shadow and observe experienced staff and volunteers.

**Project worker trained as a trainer:** The development worker worked alongside the existing project coordinator in delivering training and has the skills and experience to deliver further training. He has also undertaken a 5-day course of training for working with perpetrators of domestic abuse.

**All IOM cohort offenders considered for suitability and allocated to a volunteer by the project worker and IOM team:** All I.O.M. case managers including GPT Offender Managers and the DIP team CMs have been fully briefed on the project and provided with the information they need to make appropriate referrals to the RJP. Whilst new referrals from the DIP Team have yet to emerge in any numbers, the OMs in the probation service have made a number of appropriate referrals for community-based offenders. A total of ten referrals have been received to date, and the project will continue to accept new referrals from the IOM cohort.

**All suitable offenders screened and assessed.** To date assessments have been completed with 7 out of 10 referrals, and the other three are scheduled. Tools used include the Thames Valley "Victim Empathy" tool for measuring attitudinal change in offenders between the start and end of the RJP process. As offenders complete the process it should be possible to assess distance travelled with respect to this key criterion.

**Ongoing RJ conferencing work inside and outside HMP Gloucester:** Whilst time lags have meant that no RJ conferences have yet been completed with the I.O.M. cohort – it is a multi-stage process preparing for one – there has been much progress in assessing and preparing the participants for planned conferencing which is scheduled for the near future.

**All participating victims fully supported as required by specialist Victim Support volunteers:** Training has been delivered to VS volunteers in the county, and they are not only committed to offering emotional support throughout and after the process, but will also lead on evaluating the impact of the RJ conferencing process in terms of victim satisfaction. Gloucestershire VS serves as the project's expert safeguarding the needs of the victims of crime.

**A long-term, sustainable, funded project plan in place for 2011-12:** A Community Interest Company has now been established which will become the vehicle for developing further RJP work across the county with the continued involvement of the existing partners. This will also be the body which can access non-statutory source of funding to enable further development, as well as working to become a commissioned service for the criminal justice agencies in the county in the future. It is anticipated that the new Green Paper in criminal justice may lead to improved funding opportunities: in the meantime grant funding continues to be explored.

**All participating offenders will be offered further advice and support from the partners to continue volunteering and/or to access education, training and employment:** Once members of the IOM cohort complete the conferencing process Fair Shares will be offering them volunteering opportunities and further engagement in volunteering work as part of the restorative process.

**Lessons Learned:**

Information sharing arrangements are pivotal – and complex. Our police partner has worked hard to get a volunteer in place at the police HQ to undertake the victim contact and consent research – this is a time-consuming task. At a time when large budget cuts are being implemented it is a very sensitive issue bringing in a volunteer when staff are facing redundancy. Further time needs to be spent with the DIP team to embed RJP into their practice, and to fully engage the case managers with the process. As the IOM project launch has meant major restructuring for those case managers, there have been perhaps too many new initiatives happening in a short space of time for them to be able fully to engage with all of them at once, but this will be a fruitful area for closer working in the future.

## Independence Trust: Mentoring/Befriending project

This Project aimed to create a sustainable mentoring/befriending project focused on creating opportunities for people going through the IOM process in Gloucestershire. The project was measured against 6 project outcomes and 9 outputs detailed below:

### Outputs delivered

Local steering group formed to drive progress.	Local steering group was formed in November 2010 comprising of CEO Independence Trust; Mentor Coordinator Independence Trust (lead partner); Area Business Manager, Stonham; Drug Interventions Programme Manager, Probation with input from Gloucestershire Police. The steering group has met formally and informally to drive the project forward; the final formal meeting took place on 4 <sup>th</sup> March 2011.
Recruit, train and induct 12 mentors.	A total of 18 applications were received. 16 were selected for the informal interview. And 15 were invited to commence the training programme. A total of 6 x 3 hour training sessions were held with 13 people attending the first training session. Only one person dropped out of the Training Programme and 12 mentors have successfully completed the training programme and have been confirmed as Mentors. Evaluation of the project to date (promotion, recruitment process and training programme) has been conducted with the use of post course discussions & written questionnaires.
Provide mentoring opportunities for 10 people in IOM.	Acceptance of referrals for IOM mentee w/c 14 <sup>th</sup> Feb to date one referral received from IOM. Matching process commenced from 22 <sup>nd</sup> March.
Identify representation for the IOM Hub	A representative for the IOM Hub has been nominated from the Mentor group
Agree how progress beyond Mar 11 will be measured (outcome measurement).	An opportunity has been identified to sustain this project and the client Voice project. The application for funding was submitted on 11/3/11.
Map what other mentoring/befriending is taking place locally and establish/reinforce any links to IOM	The work to map the VCS market has been completed by GAVCA with the details of 10 organisations that offer specific services to offenders, and over 100 other VCS organisations whose services are available to offenders, having been entered onto the Rapport database and the VCS database, Volbase
Develop a client/mentor involvement fund to support the work.	It was previously identified that Stonham have expertise in this particular output and it is taking the lead for this particular output. At the project steering group meeting on 4 <sup>th</sup> March disappointment was expressed in progress so far with other VCS services. This output indicator links with output re funding to extend the project is being actively addressed, at present further funding has not been secured although a funding application is currently being considered.
Start the process of Independence Trust & Stonham achieving the Approved Provider Standard from the Mentoring &	The existing Independence Trust Mentor Scheme and training programme has been mapped against Approved Provider Standard from the Mentoring & Befriending Foundation; completed in November 2010 and evaluated against the APS Action Plan at the beginning of March 2011. Development of the documentation to set up and run this project

Befriending Foundation.	followed the APS Action Plan formed from the diagnostic tool and will provide evidence for the standard. Contact has been made with the Mentoring & Befriending Foundation through already established links; application for this standard is currently being addressed.
Hold an event in March for professionals run by Mentors to celebrate progress and market for the future.	The date of 29 <sup>th</sup> March was originally scheduled for this event. This project and the Client Voice Project are working in partnership on this event; due to unforeseen challenges the event has been rescheduled for 18 <sup>th</sup> April and mentors have confirmed their interest to present, talk & network or just to attend.

**Project outcomes:** By the end of the project period the following outcomes were achieved:

The VCS will be central to working with offenders locally as the result of the creation of a VCS led mentoring/befriending service	A VCS lead mentoring service has been created. A total of twelve mentors have successfully completed the training programme and have been confirmed as Mentors. The Mentors have backgrounds in Drug and/or Alcohol and/or Offending.
A minimum of 2 local VCOs will be central to local IOM delivery and delivery arrangements.	Independence Trust (lead partner) and Stonham have been working in partnership to source potential mentors and deliver the mentoring service.
Better linkages between VCS and statutory sector partners to implement IOM including mentor representative on the IOM Hub & engagement with ISIS.	Partnership working during the project has created better links between Independence Trust, Stonham and Gloucestershire Probation Trust. Partnerships have had input on the training programme. Mentor representative identified and recommended to the IOM Hub. No engagement with ISIS at present.
An increased level of User involvement in service delivery including steering development of the project and representation on the Hub.	Service users have been involved in the project (for example Champion Mentor and Voice of Change Champion) to inform the development and delivery of the project. Evaluation of the project by the Mentors through post training discussions and questionnaires will steer the future development of the service. Mentors will be promoting the mentoring Service at the Marketing and celebration event on 18 <sup>th</sup> April at the Guildhall Gloucester to professionals and are involved in the planning of this event
More offenders will be involved in volunteering by becoming mentors or befrienders and community recovery champions	Recruitment and training programme timetable was developed and marketed by briefing the Case Managers on 25 <sup>th</sup> January, through promotion at the Client Reference Group by client champion and Stonham staff. Briefing of Independence Trust Community Integration Service took place on Wednesday 2 <sup>nd</sup> February. Independence Trust locality bases have been briefed via email and information about the project has been posted on the Independence Trust intranet 'SourceIT' for staff information. Further promotion of the Mentoring Service will take place on 18 <sup>th</sup> April at the Guildhall Gloucester to professionals.
In partnership the project will aspire to reduce offending.	This outcome has been included in the Terms of Reference for the project.

## **Stonham – Client Reference Group**

### **AIM**

To facilitate the formation of a client-led group for clients within Integrated Offender Management (IOM) who access Voluntary Community Sector (VCS) support services, to enable them to influence the strategic direction, policy and commissioning of offender services.

### **OUTPUTS ACHIEVED**

Client lead and consultant appointed to work alongside the Stonham lead in facilitating this initiative.

Reference group set up with 6/7 regular attendees, although approximately 20 clients have attended one or more of the groups held in December, January and March.

A female-only group has not yet been established due to all females involved preferring mixed groups. The absence of our client lead for 1 month during the project (due to personal reasons) also hindered progress but this continues to be a realistic option for the future.

Through training sessions held on March 29<sup>th</sup>, clients have explored their understanding of commissioning and policy and were trained on this subject, subsequently identifying their potential to influence commissioning decisions as well as become future commissioners themselves. A follow-up session is scheduled for April 14<sup>th</sup> to look at service design from a client perspective. However, the timescales were too short to see clients' direct influence of policy and service planning during the project. Despite this, possible opportunities have already been sourced for client representation on Gloucestershire Probation's Accommodation Leadership Board as well as the County's reference group for the review of the homelessness strategy.

Clients took ownership of the group, naming it the 'Voice of Change'. Participation in group sessions as well as the training has therefore contributed to the formulation of a collective client voice of influence, to steer / inform decision making and commissioning processes as well as enhance resettlement options.

Our researcher has held 5 individual interviews as well as participating in two group sessions to identify areas of client choice and control with access to and delivery of services. Also, one follow-up interview has been held with the client lead. Data capture mechanisms were developed between the Researcher and Stonham lead to identify and analyse clients accessing of resources, agencies and satisfaction with the provision. Preliminary findings have been shared and were incorporated into the training programme held with clients. Final data analysis is yet to be concluded and research report to follow.

A celebratory event is scheduled for April 18<sup>th</sup> to include the mentoring project strand of 'Innovative VCS Involvement in IOM Arrangements' – invitations sent to both staff and clients across the IOM/VCS network. Clients will be presenting their experience and involvement to date, as well as inviting other clients to participate in 'Voice of Change' in the future. Voluntary commitment has been secured from participating clients to continue with the group pending the securing of funding following submission of proposals to IOM partners.

Client lead, Consultant, Researcher and Stonham lead are in the process of writing up further reports to share with Clinks after 18<sup>th</sup> April – to contribute to the development of future practice through shared learning of 'Voice of Change'.

## **OUTCOMES ACHIEVED**

Evidenced strengthened relationships between IOM and VCS partners, through engaged and supportive Drug Intervention Programme, Probation and Prolific and Priority Offender staff with the reference groups. Also, evidence of their readiness to respond to client feedback of their experiences.

Client feedback shared so far demonstrates inspired clients, feeling genuinely listened to and seeking to influence the shape of existing and future services.

Also, clear evidence of confidence building and engagement of clients in meaningful activities; communicated so far through verbal feedback from clients. Full research report yet to be collated and released; including findings on the impact of services, benefit to clients and influence on commissioning, strategic and policy decisions. Key findings will be shared at the final event on April 18<sup>th</sup>.

Clients have been predominantly from Stonham services but the appointed 'client lead' has visited other projects to inspire the engagement of clients across provider services – client lead has committed to continue in this role voluntarily, with or without the securing of future funding. Due to minimal involvement of other VCS providers, research was focused on clients' access to services in a variety of settings, rather than research with providers themselves. Therefore the research has been truly client-focused.

## **ONGOING ACTIONS / SUSTAINABILITY**

Strengthened links will need to be made to the Supporting People Team and Gloucestershire Probation Trust to ensure that the client reference group will be able to contribute to future policy, planning and commissioning opportunities. Pursuit of funding will continue in order to utilise and/or redirect resources to ensure sustainability of a permanent client reference group as well as deliver further client training and support to a core group of clients. At this time, ongoing facilitation from a 'professional lead' is necessary in order to sustain the group but a future aim of clients to lead themselves is most definitely possible.

## GAVCA – Promoting Volunteering Good Practice

This work was part of the overall project with the overall outcome of increasing volunteering and user involvement in IOM, and the objective was to work with statutory partners to develop good practice around involving volunteers in their IOM work in order to increase volunteering work with offenders within criminal justice agencies.

Activity	Target	Outputs achieved	Comments
<p>A package of training consisting of three days spread over three months:</p> <ul style="list-style-type: none"> <li>Recruiting and Selecting Volunteers- 21<sup>st</sup> January</li> <li>Volunteers and the Law – 14<sup>th</sup> February</li> <li>Managing and Supporting Volunteers – 21<sup>st</sup> March</li> </ul>	8 public sector participants	<p>11 participants:            3 public sector (2 Constabulary and 1 Probation)            8 VCS organisations working with offenders</p>	<p>Although the course is accredited with the Open College Network at Level 3, it was decided not to offer accreditation as this would have involved considerable additional work for already hard-pressed public sector staff.</p> <p>It soon became clear that there would not be sufficient public sector staff to make the course viable so it was opened up to VCS.</p>
one to one support to the course participants in-between sessions to develop policies and procedures as a result of the course,	Support to 3 organisations	Only 1 VCS organisation has taken up this offer so far.	The timing of this project made this difficult, with significant re-structuring, budget cuts and new policy initiatives making it hard to people to commit the time to this.

### Did we achieve the Outcomes intended?

Outcome Intended	Outcomes achieved
Better linkages will be achieved between VCS and statutory partners to implement IOM, in particular links with, and use of, GAVCA's Volunteering development services	<p>Due to the mix of VCs and public sector participants, there has been an additional outcomes of greater cross sector understanding of each others roles.</p> <p>All participants are now aware of the support on offer even through they feel they haven't had the capacity to take up this offer yet.</p>
More local people will be involved in volunteering and mentoring with the Criminal Justice agencies implementing IOM	Participants all reported that the courses were extremely helpful and that the workbook to take away would be useful in developing volunteering in their organisation. However in the short timescale of the project, this work hasn't yet been undertaken so it is too soon to see an increase in volunteering opportunities within IOM agencies.
Sustainability – bespoke training course available for use in the future, Volunteering policies in place and Improved awareness of services on offer	<p>We now have a version of the course adapted specifically for agencies working with offenders, which can be run again if required.</p> <p>GAVCA has agreed to carry forward the offer to support public sector agencies for them to access when they are ready and the Police and Probation are now well linked into our Volunteering Support services.</p>

## GAVCA – Facilitating partnership working with VCS Assembly

**Lead agency** Jess Mace, Manager VCS Assembly Team, GAVCA

**Lead partner agencies** Gloucestershire Probation Trust, Gloucestershire Police,

**Original outputs** A comprehensive *Gloucestershire IOM Commissioning Strategy*, based on the county's Reducing Reoffending Strategy, to include:

Original outputs	Who	When	Progress and commentary
Analysis of Gloucestershire IOM cohort and needs for services to support cohort and help prevent future offending	VCS Assembly Team consultant IOM staff	November 2010	See commissioning framework commentary below
Identification of existing Gloucestershire VCS market: (a) Providers of existing services which directly benefit the IOM cohort and the funding that support these services. (b) Other providers that could potentially work with or benefit the IOM cohort. This will be done by VCS Assembly Team phoning VCOs (including smaller orgs), explaining the project, criminal justice agenda and requesting information on their service provision to populate the RAPPOR and Volbase databases.	VCS Assembly Team Administrator	1 <sup>st</sup> Nov – mid Dec 2010	Done December 2010
Input of VCS market information into the county's specialist IOM database RAPPOR and the county's VCS database, by the VCS Assembly Team. Allocation of VCS ownership of these records for their updating.	VCS Assembly Team Administrator with technical support from RAPPOR	1 <sup>st</sup> Nov 2010 – Dec 2010	Done December 2010
2 VCS focus group meetings (aligned to strategy development process), to include: <ul style="list-style-type: none"> <li>Explanation of this project, criminal justice agenda, IOM Board's direction of travel, the VCS Assembly.</li> <li>Identification of VCS views on needs, services, outcomes (including suggestions for indicators and outcome measurement), proposed future methods of funding, gaps in and priorities for services, new ideas for services</li> <li>Information on how to promote their services on RAPPOR and Volbase (once they have an initial record) Support from GAVCA</li> </ul>	VCS Assembly Team to organise. VCS Assembly Team consultant and IOM staff presentation.	1. end Nov 2010 2. Feb 2011	See commissioning framework commentary below
Identification of existing commissioning practices and gaps in county service provision for IOM cohort.	VCS Assembly Team consultant (& IOM staff)	Jan 2011	See commissioning framework commentary below

Identification of existing and potential commissioners that could that could commission services that reduce offending.	VCS Assembly Team consultant	Feb 2011	Ditto
Identification of existing and potential funding streams that could fund IOM service provision.	VCS Assembly Team consultant	March 2011	Ditto
Identification of good practice in commissioning IOM services in England	VCS Assembly Team consultant	Dec 2010	Ditto
Identification of which key outcomes/services could be sourced	VCS Assembly Team consultant	Feb 2011	Ditto
Recommendation of appropriate methods of sourcing: contracting/ grants/investment/social impact bonds etc	VCS Assembly Team consultant	March 2011	Ditto
Identification of strategy governance and recommended next steps to include: <ul style="list-style-type: none"> <li>• arranged market place event for VCOs and newly identified commissioners</li> <li>• promotion of databases among partner agencies</li> <li>• commissioning processes and responsibilities</li> </ul>	VCS Assembly Team consultant	March 2011	Ditto
Identification of learning from county Total Place project cohort of families (which includes offenders).	IOM staff	March 2011	The TP Project has been extended for an additional 6 months until September 2011 so learning has not yet been captured in a form for dissemination.
Production of IOM Commissioning Strategy	VCS Assembly Team consultant	March 2011	See commissioning framework commentary below

### A revised output – the Commissioning Framework

It became clear early on in the project that significant preparation was needed for Gloucestershire to *get ready* for commissioning work for offenders and it was too early to produce a 'commissioning strategy'. As such, after collecting information on the VCS market, the VCS Assembly Team consultant focused on the production of a practical guide for the county's VCS and statutory IOM partners on how to *'get ready'* for commissioning. The production of a **commissioning framework** document involved a significant amount of work identifying the context for commissioning, what the VCS can contribute to IOM and what needs to be done by statutory IOM partners to engage the VCS in reducing reoffending. The framework includes a number of recommendations for the VCS and statutory IOM partners which will be progressed by GAVCA as a lead with the assistance of the IOM Clinks steering group.