

THIRD SECTOR ACTION PLAN

A DRAFT

***Securing effective partnerships
to reduce re-offending
and protect the public
2008 – 2011***

This is a draft Action Plan

It will be subject to wide consultation from the end of November 2007 alongside consultation on the new cross-Government Reducing Re-offending Strategic Plan and the Offender Health and Social Care Strategy. This Plan will be implemented from April 2008 and will be subject to annual review and update.

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Basic information regarding this consultation

- To:** Colleagues from the third sector who engage, or wish to, with the National Offender Management Service (NOMS); relevant policy leads; other relevant partners.
- Closing date:** 22 February 2008
- Please respond to:** Mary.Hassan9@homeoffice.gsi.gov.uk
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4th Floor Fry Building
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- Additional ways to feed in your views:** Consultation via representative bodies, stakeholder meetings, correspondence, etc.
- Post-consultation response:** NOMS will publish a response to this consultation exercise and publish a NOMS Third Sector Action Plan in April 2008.

1. Introduction

“This second NOMS Third Sector Action Plan is designed to build on the achievements of the third sector’s work across the country, and to break new ground in recognition of the developments that have taken place between Government and the sector since 2004. It is to be framed within a wider Ministry of Justice Third Sector Strategy, and is designed to improve further the partnerships between NOMS and the sector as we work together to reduce re-offending and protect the public.

I look forward to hearing of the consultation outcomes as we finalise this action plan and want to take this opportunity to thank the sector for its commitment to date and the contributions it already makes to our achievements.”

David Hanson, Minister of State.

Background

- 1.1 Third sector organisations have a critical role to play across all the business of the Ministry of Justice, and already make significant contributions to its work. The Ministry includes the delivery of court services, legal aid, support to victims, witnesses and those who have suffered domestic abuse, adult prison and probation services, youth offending services, community and civil justice. We also want to re-engage people with the democratic process and improve the public’s understanding of the justice system. This gives us a very wide remit, and already the third sector makes a significant contribution to our work and ambitions.

The Government defines the third sector as non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental or cultural objectives¹. There is a wide variety of organisations that make up the third sector, categorised most simply as: voluntary and community organisations (VCOs); social enterprises; and, co-operatives and mutuals.

¹ The future role of the third sector in social and economic regeneration: final report. HM Treasury / Cabinet Office. July 2007.

- 1.2 However, we can and need to do more to develop our engagement with the sector with a view to enhancing its contribution to our work. The Government sees a thriving and diverse third sector to be at the heart of a successful modern democracy, and the sector and the state working together at all levels and as equal partners to bring about real change. This places obligations on Government and its departments to be good, listening and responsive partners.
- 1.3 The Ministry of Justice Third Sector Strategy will form the umbrella for more specific discussions and actions that address the various Ministry of Justice business areas, such as NOMS. It is also subject to consultation and is built around four drivers that are its main chapter headings:
- Enabling voice and campaigning.
 - Strengthening communities.
 - Transforming public services.
 - Encouraging social enterprise.
- 1.4 Meeting these four common goals should help to support the overall conditions for a thriving third sector. This is consistent with the mission of the Commission for the Compact.

“... through the Compact and by other means, to promote respectful and effective partnerships between government, the rest of the public sector and the third sector that lead to benefit for people and communities through excellent policies, programmes and services.”²

What is the purpose of the NOMS Third Sector Action Plan?

- 1.5 Our key aim is to maximise the contribution made by the third sector to support our fundamental objectives of reducing re-offending and protecting the public. NOMS aims to help achieve competitive neutrality across all providers, and to better engage diverse organisations, large and small, in planning and reviewing services, making use of their expertise and links to users and communities. Our programme of service reform presents a significant learning curve for providers and commissioners and we need to identify how it is best supported. The third sector, particularly smaller local organisations that make up the vast majority of the sector, face key challenges in winning and delivering public service contracts and in engaging more broadly with public sector decision makers and planners. The third sector working with offenders in particular is characterised by a large number of small organisations, poor sustainability and networking, and poor

² Commission for the Compact. Business Plan; Summary 2007 / 2008. April 2007.

access to development opportunities including those provided by the Government backed programmes Futurebuilders England and Capacitybuilders.

1.6 The Government expects and the Ministry of Justice wants a wider third sector strategy within which we need this specific and new NOMS Third Sector Action Plan that takes policy changes, resource and other opportunities and constraints into account in order to:

- Build on the partnerships already working effectively between the third sector and prisons and probation and across the reducing re-offending pathways to protect the public. There are many excellent examples of the value that the third sector brings and we must draw on these as we develop further the delivery of offender management (OM) and interventions.
- Draw on the lessons from the ChangeUp³ projects which led to a better understanding by the sector of the NOMS policy agenda; inclusion of organisations not previously referenced; networking opportunities; skills acquisition; and fuller attention to balancing the national, regional and more local.
- Become clearer about what the opportunities will really be for the third sector over time and communicate this to stakeholders. This needs to link to work currently taking place to define what the market is likely to be by 2010/11 and the developing process of assessing 'best value', with an expectation that such a framework will be in place from April 2008.
- Manage mutual expectations.
- Bring together and build on activity already underway across the Ministry of Justice and NOMS HQ, within regions, prisons and probation, to support the role of the third sector, ensuring that actions go beyond high level principles and are robust enough to deliver discernible change.
- Identify the key additional actions needed to reduce institutional and other barriers and constraints, and support what is a steep learning curve for commissioners and providers.
- Integrate NOMS policy on and actions with the third sector into an overarching **Ministry of Justice Third Sector Strategy**.
- Support and inform coherence with the **new cross-Government Reducing Re-offending Strategic Plan** – with the aim of increasing non-criminal justice system funding going to the third sector to reduce re-offending, and achieving joined-up and joint commissioning particularly at a local level and engaging those organisations that do not traditionally work with offenders.

1.7 The Third Sector Action Plan will strengthen the contribution of the third sector to protecting the public and reducing re-offending in relation to the sector's full role as providers, advocates and campaigners. The plan will:

- Enable the sector to shape as well as deliver services.
- Recognise the value that the sector often brings to delivering services to diverse populations and communities.

³ The NOMS Change Up Projects were part of a £4m Public Service Priority Programme to increase engagement of the third sector in geographical areas of deprivation and priority public service areas, including "correctional services".

- Contribute to better community engagement, to inform, consult, involve and empower the third sector to help achieve and enhance public confidence in the criminal justice system.
- Enable volunteering/mentoring within a framework of good practice.
- Build on existing and develop, as needed, consultative mechanisms and opportunities between the sector and NOMS and other partnerships, such as the role of the sector in the regional reducing re-offending partnership boards and their leadership of many pathway groups; and their work with Probation, especially important as probation boards move to become probation trusts which will be expected to work increasingly with the sector.
- Support joint commissioning.
- Strengthen and capitalise on opportunities for shared working between the sector, NOMS and the Ministry of Justice more widely.
- Ensure that there are milestones of progress and proper joint review mechanisms.

Underpinning principles

- 1.8 Neither the Ministry of Justice strategy nor this action plan start from scratch. They are framed in the context of significant previous and ongoing consideration and existing understandings. The final report of the *Review into the future role of the third sector in social and economic regeneration* sets out the Government vision for partnership to improve public services. As well as delivering services, third sector organisations can be a catalyst for change, bringing innovation, helping to design services and campaigning for change.
- 1.9 The *Partnership in Public Services, an action plan for third sector involvement*⁴ provides the foundation upon which the Government will continue to build in order to transform public services through more effective joint working. The plan focuses on improving the day-to-day experience of third sector organisations working with front-line commissioners and procurement officers. It sets out 18 key actions to improve four different elements of Government's engagement with the sector:
- Commissioning – the cycle of assessing the needs of people in an area, designing and then securing an appropriate service.
 - Procurement – the specific aspects of the commissioning cycle that focus on the processes of buying services, through initial market identification and development, to advertising and making appropriate contract arrangements.
 - Learning from the third sector – ensuring that the innovation of the sector is fostered and learning is shared.
 - Accountability – the key role that the sector can play in helping people to hold public services to account for the approach they take to delivery.
- 1.10 In recognition of the increasingly commercial nature of the relationship between Government and the sector, with the critical trading relationship being between

⁴ Cabinet Office / Office of the Third Sector. December 2006.

the sector and commissioners, considerable emphasis is placed on improving commissioning and procurement.

- 1.11 In relation to commissioning this translates into improving commissioner skills, aligning departmental commissioning frameworks, supporting and driving forward the Compact principles and commitment to eight commissioning principles.

The Government believes that all commissioners of services should:

- 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.
- 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.
- Put outcomes for users at the heart of the strategic planning process.
- Map the fullest practicable range of providers with a view to understanding the contribution they could make to delivering those outcomes.
- Consider investing in the capacity of the provider base, particularly those working with hard-to-reach groups.
- Ensure contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building where appropriate.
- Seek to ensure long-term contracts and risk sharing wherever appropriate as ways of achieving efficiency and effectiveness; and,
- Seek feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

The eight commissioning principles

- 1.12 Commercial activity will be improved through work to simplify and standardise contracts, measuring and reducing the administrative burdens of contracts with the sector, moving to multi-year funding so that three-year funding becomes the norm, and driving forward progress across Government in implementing full cost recovery. These improvements are aimed at the common problems identified by the NAO Report⁵. In addition, assurance processes must be streamlined, smaller organisations need support for better sub-contracting arrangements and consortia building, and social clauses should be promoted in appropriate contracts.
- 1.13 Improved and cost effective services must be at the heart of our shared efforts. As well as the drivers outlined in this action plan, other key ingredients that will support a healthy third sector include:

⁵ Working with the Third Sector. NAO, June 2005.

- Getting the funding periods and regimes right, and appropriate to the contract under consideration;
- Meeting the Compact principles;
- Meeting the 4 Gershon⁶ principles, that are aligned with the Compact;
- Building the evidence base and demonstrating effectiveness, with a primary focus on outcomes for those using services;
- Creating mechanisms to learn from each other and spread good practice, and especially from third sector successes with offenders;
- Ensuring that providers from all sectors meet their equality and diversity obligations;
- Getting the regulatory framework and procedures proportionate to the business.

Consultation

- 1.14 Consultation on this action plan is integral to the wider consultation on the new Reducing Re-offending Strategic Plan, also launched on November 27th. It will include using existing NOMS fora across England and Wales that involve the sector, other national and regional events, and a number of 'consensus building workshops' to develop the thinking of the third sector and NOMS further, prior to finalising the plan. NOMS and colleagues from the third sector will work together during the 12 week consultation period - some already come together in stakeholder groups – principally the NOMS Voluntary Sector Advisory Group. We will look also to third sector umbrella organisations to enable a wide response.
- 1.15 In addition to NOMS and third sector colleagues, we will engage the wide range of funders and commissioners contributing to reducing re-offending and keep the Office of the Third Sector and the government third sector champions informed, to support the joint commissioning agenda, in tandem with our work with other government departments. We will also track developments in relation to the Compact, and address how any changes to the Compact might impact on our plan.
- 1.16 It is crucial that in the development of this action plan we address our shared equality and diversity responsibilities. This means that we would expect our partners to play a full part in the Equality Impact Assessment that is to accompany the final plan.
- 1.17 We will analyse the consultation responses and finalise the plan during March, and have it in place for implementation from April 2008, as part of the wider Ministry of Justice Strategy.

⁶ Stability in funding; timing of payments and balance of risk; full cost recovery; reducing the burden of bureaucracy.

How you can help.

- 1.18 We would appreciate comments and answers specifically to the draft plan at section 3. Preliminary consultation has helped us shape the sections on purpose, principles, wider context and existing achievements. Ideally responses will have as their focus making improvements for the future, rather than recriminations for the past. However, knowing what might not have worked before can be a useful pointer to the future.
- 1.19 As well as welcoming comments, during the consultation period we intend to host several consensus building workshops to foster a fuller dialogue about our shared ambitions.
- 1.20 Please identify yourself when responding, by name and organisation and contact details. If you are using this document as the response mechanism, please complete the details below (question boxes will expand to contain text).**

Name	
Organisation	
Contact details	

2. What is the context for the new NOMS Third Sector Action Plan?

Key Themes

- 2.1 The Five Year Strategy for Protecting the Public and Reducing Re-Offending (2006) and Public Value Partnerships (2006) commit NOMS to increasing the role of the third sector in service planning and delivery through a major extension of partnership working and the contesting of prison and probation services. The Offender Management Act supports this and provides a clear and legitimate route by which the third and private sectors can become increasingly involved in delivering services to offenders where they can demonstrate effectiveness and value.
- 2.2 The wider context for the NOMS Third Sector Action Plan includes a number of other elements:
- Work led by the Office of the Third Sector, and NOMS commitment to develop commissioning that reflects the 8 core principles they set out in their recent publication, "*Partnership in Public Services: An action plan for third sector involvement*", and work by the Commission for the Compact.
 - Potential changes to the Compact, as signalled by the Office of the Third Sector report⁷.
 - Synergy with the development of the Ministry of Justice Third Sector Strategy, to include, for example, the Legal Services Commission and other Ministry of Justice business areas.
 - The development of the NOMS commissioning and contestability strategy and intentions and the Commissioning and Partnership Framework.
 - The Reducing Re-offending Strategic Plan, and its underpinning pathways, also launched for consultation in November 2007, which is a key element of the wider Crime Strategy.
 - The forthcoming government response to the Corston Report, and the need to ensure that proper attention is paid to the needs of women offenders and women's organisations.
 - Ensuring that BME, women's and other diverse groups have a voice in the process and that their needs are understood;
 - That NOMS meets its wider equality impact assessment obligations before the plan is finalised.
 - Consultation on a joint NOMS/Youth Justice Board paper on promoting the contribution of faith-based organisations to reducing youth and adult re-offending.
 - The three alliances, namely the **corporate**, the **faith and voluntary sector**, and the **civic society** alliances, all geared to encourage consultation with and involvement by

⁷ NOMS submitted a detailed response to the Commission's consultation exercise on its first business plan. The response included suggestions that the Compact needed revision to accommodate the more complex commissioning and contracting environment now evolving, and different from that which was envisioned when the Compact was first launched some 10 years ago.

local organisations and communities to support reducing re-offending and partnership plans.

- Alignment and joint work with Futurebuilders England and its commitment to help improve third sector commissioning for organisations working in the criminal justice sector, especially potential work with pathfinder probation trusts to help them test out the best approaches to commissioning from the third sector.
- Inclusion of actions following on from consultation on the NOMS volunteering strategy, *Volunteers Can*.
- Inclusion of actions following the symposium held in October this year on the role of the arts in supporting offender management and reducing re-offending.
- The implications of the 2007 Comprehensive Spending Review and the new Public Service Agreements on safer communities, social exclusion and drugs/alcohol which give us powerful shared targets that will help us embed joint planning and commissioning to reduce re-offending into the work of local partnerships, Crime and Disorder Reduction Partnerships, Community Safety Partnerships, Safeguarding Boards, Local Criminal Justice Boards, etc.
- Implications of the restrictions imposed by the Offender Management Act in terms of probation court work (until changed by parliament) and the delivery of offender management (reserved to probation for 3 years).
- The implications of changes to the future of C-NOMIS⁸ in general and for information sharing technology in particular.
- The implications of the Carter Review into custodial provision, awaiting publication.
- The implications of funding changes, such as reductions in European Social Fund opportunities, and alignment with other funding streams often used by the third sector, such as Supporting People and Entry to Employment.

Reflections on the previous action plan

2.3 The previous NOMS Action Plan for the Development of Effective Partnership with the Voluntary and Community Sector, 2005 – 2007 aimed to create a more effective partnership between third sector organisations and the prison and probation services. A number of the actions set out in that plan have been either achieved, or are still being worked towards, but we are coming to the end of the period of the plan. This plan was designed to take forward areas of the NOMS strategy for working with the sector, to put in place more effective relationships and to work with the sector to ensure that it was well placed to take full advantage of commissioning opportunities when they were introduced which was, at the time, anticipated to be from April 2007. Working together, achievements to date include.

- *Mapping of current third sector relationship with National Probation Service and linking activity to the National and Regional Reducing Re-offending Action Plans.*
- *Highlighting under-representation of services to key minority groups, e.g. Clinks Race Equality Strategy for NOMS and the Voluntary and Community Sector, and SEED4BME Change Up Project.*

⁸ C-NOMIS is a NOMS information system that is currently being re-scoped.

- *Work in line with NOMS/Youth Justice Board Approach to Communities and Civil Renewal Strategy to draw in community groups such as faith-based organisations and faith communities, volunteers and mentors, e.g. Faith and Voluntary Sector Alliance; Volunteering – A Guide to Good Practice for Prisons; draft volunteering strategy, Volunteers Can; a draft consultation paper on promoting the role of faith-based organisations in reducing adult and youth re-offending.*
- *Establishing channels for communication, e.g. NOMS Voluntary Sector Advisory Group, third sector representation on the high level NOMS Stakeholder Forum, events and conferences.*
- *Establishing third sector representation in key NOMS workstreams such as commissioning and contestability.*
- *Working with NOMS Commercial and Competitions Unit to ensure accessible and appropriate contracting and procurement through tackling barriers to engagement.*
- *Local and regional engagement, e.g. third sector role with regional pathways; inclusion in development of plans; and analysis of third sector provision for offenders in Wales. Third sector colleagues lead much of the pathway work.*
- *Creation of the National Provider Network allowing potential and existing providers to register their interest and providing access to contract opportunities.*
- *Regular communication and information to the third sector through newsletters and publications on the NOMS website.*
- *Provision of resources to support the development of the third sector as a potential provider of services to NOMS, e.g. Change Up projects, ISB pilot projects, establishment of grants programme.*
- *Work underway to examine existing evaluation methods and to develop guidance on monitoring and demonstrating effectiveness.*
- *Addressing barriers to ex-offenders being involved in provision of services, e.g. Probation Offender Engagement good practice guide.*
- *National consultation through the NOMS Voluntary Sector Advisory Group.*

Where we are now

- 2.4 Although we have made progress, it has not been sufficient. There is much more to do to bring together our public and private sector prison and probation providers, and we need to work out the detail and implications of the recent Offender Management Act. This Act is especially important, although the period of time it took to agree in both Houses of Parliament and the aborted starts to the legislation previously generated a degree of ‘planning blight’, which are still being overcome. Critically the Act confirms that commissioning will be the way forward, with NOMS leading commissioning nationally, through the ROMs regionally and probation lead providers playing their key role as commissioners, joint commissioners and partner providers of services more locally. This is a change to how the legislation was initially envisaged, making implementation potentially more complicated but creating a number of opportunities to engage more effectively smaller more local third sector providers, who play such a crucial part in the delivery of NOMS objectives.

- 2.5 We need to recognise that some of the frustrations, especially about pace and rate of progress, are shared between both NOMS and third sector partners. Whilst such frustrations need to be acknowledged we hope that they will not prove to be a barrier to further progress and shared working. For example, although probation spend with the sector has increased, the 10% probation sub-contracting is unlikely to be met by April 2008⁹. And there remain significant barriers to change across probation, the prison service and within the third sector that mean that service reform will not be achieved overnight.
- 2.6 For the prison service we want to build on the current support for third sector work with prisoners and on the volunteering in prisons guide. The National Prisons Voluntary Sector Co-ordinator post has provided much of the support to more local co-ordinators and to key third sector partners at national, regional and local levels. This post, currently vacant, is now to transfer from the NOMS Voluntary and Community Sector Team to HMPS under the terms of a Service Level Agreement to ensure close joint working on third sector issues across NOMS and covering both public and private sector prisons. The co-ordinator will take forward work on developing and ensuring the implementation of strategic actions as part of this action plan and the Ministry of Justice Third Sector Strategy. The prisons sub group to the NOMS Voluntary Sector Advisory Group, now merged with the probation sub group aims to assist in strengthening the involvement of the third sector in offender management including by overcoming potential organisational or operational barriers which may impact on work with the third sector.
- 2.7 The NOMS resource position does need some specific reference. All planning needs to be accommodated within an expectation of nil growth, coupled with NOMS providers needing to make efficiency savings and recognising that the financial impact of the prison population on the NOMS budget is significant.
- 2.8 Despite financial constraints, new investment will support NOMS intent to increase third sector engagement and opportunities. Importantly there will be a new £2.2m investment from April 2008 to support NOMS key policy objectives to increase the diversity of NOMS providers in order to get better value out of available resources and drive better service delivery, and better engage the third sector in its full role. This investment will support this action plan. The £2.2m investment consists of:
- A new NOMS National Infrastructure Grants Programme. This amounts to £600k a year for three years from April 2008 to provide strategic funding for national third sector infrastructure organisations that can advise and support third sector organisations working to reduce re-offending, and facilitate communication and engagement between NOMS and the third sector. This funding will go to umbrella organisations/projects that support and advise other third sector organisations and/or represent their views and interests. This new money will support representation of third sector views and improved

⁹ The future of this target is subject to discussion.

capacity building including through better signposting to development and funding opportunities outside NOMS. The programme will be contested – priorities and criteria will be announced in November with an application deadline of January 2008.

- A local demonstration project or projects. NOMS will make available £200k a year for two years from April 2008 to fund one or more local demonstration projects to provide learning on new ways of working across sectors to design, contest and deliver offender services. The project(s) will involve joint planning and commissioning; consortia development and delivery; effective sub-contracting; and better involvement of small and diverse organisations. A detailed specification is being developed and more information will be announced later in the year. NOMS is in discussion with Futurebuilders England about working together on this initiative.

3. The draft plan – and your views.

- 3.1 To support the direction of travel to a healthy third sector delivering and working in partnership to meet NOMS objectives, ideally the plan will be configured around the four areas:
- Enabling voice and campaigning.
 - Strengthening communities.
 - Transforming public services.
 - Encouraging social enterprise.
- 3.2 However, it is likely that the bulk of the effort will be to address ‘transforming public services’, supported by ‘enabling voice and campaigning’ and ‘strengthening communities’. Work on encouraging social enterprises is likely to be progressed on a bigger stage than just NOMS and will require the support of the Office of the Third Sector working alongside the Ministry of Justice and other government departments. However, as an element of commissioner skills development, we would hope to see attention paid to helping commissioners to understand the role and potential of social enterprises.
- 3.3 At this stage we want to flag up some potential outcomes (the WHAT) under the broad headings (domains) of ‘transforming public services’, ‘enabling voice and campaigning’, and ‘strengthening communities’. However, there are a number of areas of overlap. For example, volunteering makes a contribution to all aspects but, consistent with the Government approach, the detail is addressed under the heading ‘strengthening communities’. The tables below also start to identify HOW elements of the action plan may be taken forward to achieve the outcomes.
- 3.4 We hope that two key themes will be the major subjects of consultation views, with a particular emphasis on developing a thriving environment for the third sector:
- Do the topic areas appear to be the right ones?
 - Do the actions proposed to address the topics appear sensible?
- 3.5 The following tables are not intended to be complete and we expect that the detail will be developed through consultation and then be fleshed out prior to finalisation. It should not be presumed that all the topic areas and actions referred to will be included in the final action plan. Clearly the intention is that the third sector needs to be involved in both the ‘what’ and the ‘how’. The final plan will consist of measurable and timed actions and clearly state who is responsible for the delivery of each action.

DOMAIN AND TOPIC AREA – WHAT	ACTION – HOW
<i>Transforming public services - domain</i>	
Creating an effective, diverse and mixed provider market within which the third sector has improved opportunities.	<ul style="list-style-type: none"> • Audits of prison and probation contracts with the sector to see what the work of the third sector is and how it develops. • Develop ‘best / improving value’ arrangements to assess current and future provision. • Enable consortia building and delivery, including to involve small and diverse organisations - women; BME; faith-based; etc. • Develop joint commissioning arrangements, linked to the cross-Government Reducing Re-offending Strategic Plan and new joint Public Service Agreements, and making use of LAAs and other local partnership arrangements. • Strengthen links to trust / charitable funders and include in joint commissioning arrangements. • Promote good third sector schemes to planners and commissioners. • Ensure the third sector is engaged in shaping the contestability agenda. • Help build third sector capacity, making best use of new NOMS national infrastructure grants programme. • Develop the ‘lead provider model’. • Ensure information sharing, standards and protocols across different providers. • Promote learning from demonstration project(s). • Create policy on the limited use of grants within the commissioning environment. • Review national grant funding to move over time from historic to contested arrangements (in line with determining what is commissioned at each level and priorities).
Assessing sector impact.	<ul style="list-style-type: none"> • Streamline performance reporting arrangements. • Toolkit for providers on monitoring and demonstrating effectiveness. • Ensure that the third sector working to reduce re-offending benefit from the new Cabinet Office funded Third Sector Research Centre.
Reduce commercial barriers to third sector and other provider access to funding streams.	<ul style="list-style-type: none"> • Implement NOMS wider commercial policy on reducing barriers to procurement, including: • Use of the National Provider Network. • Address potential barriers to sub-contracting, in particular the cost of final salary pension schemes when transferring public sector staff.

	<ul style="list-style-type: none"> • Streamline provider assurance processes. • Streamline and simplify contracting processes. • Develop appropriate funding arrangements and funding periods.
Develop commissioner skills to enhance working with the third sector.	<ul style="list-style-type: none"> • Ensure NOMS commissioners benefit from the Cabinet Office funded national programme to support commissioners to work better with the third sector. • Ensure partnership skills and working better with the third sector are developed through the new Academy for Criminal Justice Commissioning. • Meet the needs of diverse groups. • Make use of learning from across policy and service areas.
Build capacity.	<ul style="list-style-type: none"> • Support, advice and signposting for diverse organisations through the new NOMS national infrastructure grants programme. • Promote shared learning and good practice through the new Academy for Criminal Justice Commissioning. • Determine how to support third sector organisations to better manage risk including work with high risk of serious harm offenders.

Questions

Transforming public services	
Do you believe we have identified the right outcomes? If not, what might you want to see?	What are your views about how to achieve the outcomes?

<i>Voice and campaigning - domain</i>	
Stronger third sector engagement with NOMS at all levels.	<ul style="list-style-type: none"> • Through new NOMS national infrastructure grants programme – to include support for voice/representation of diverse organisations. • New independent reducing re-offending third sector Arts Alliance to be created - MoJ/DIUS/DCMS to establish a new Arts Forum for Government to meet with Alliance representatives and work in partnership. • Review stakeholder groups and partnership arrangements to identify strengths and areas for improvement. • Identify mechanisms to include sector at right time - in

	<p>policy development and service design.</p> <ul style="list-style-type: none"> • Involve sector in NOMS engagement with Compact review.
Better engagement of smaller / diverse organisations.	<ul style="list-style-type: none"> • Learn from other policy and service areas. • Make use of local community 'anchor' organisations and community networks. • Development of local consortia arrangements and sub-contracting. • NOMS national infrastructure grants programme to support activity that enables better diverse engagement. • Include as a key outcome for local demonstration project(s) – promote learning. • Implement actions resulting from NOMS/YJB consultation on faith-based organisations working to reduce re-offending.
Compact compliance.	<ul style="list-style-type: none"> • Review current position across NOMS.
Advocacy by sector to other Government Departments and their agencies to support reducing re-offending and joint planning and commissioning.	<ul style="list-style-type: none"> • Assess scope for third sector organisations to be NOMS ambassadors.
Effective partnership working / strategic local commissioning engagement.	<ul style="list-style-type: none"> • Identify mechanisms for better cross-sector partnership working and consultation within justice sector at local level - to strengthen reducing re-offending focus within LSPs / LAAs and other local arrangements.

Questions

Voice and campaigning	
Do you believe we have identified the right outcomes? If not, what might you want to see?	What are your views about how to achieve the outcomes?

Strengthening communities - domain	
Stronger role for local communities and community organisations in reducing re-offending and public protection.	<ul style="list-style-type: none"> • Implement actions resulting from consultation on the NOMS/YJB paper on the role of faith-based organisations. • Embed reducing re-offending in LAAs and other local arrangements. • Make use of local community 'anchors' and networks.
Increase number and diversity of volunteers; become more strategic in volunteer development; improve the quality of support to volunteers; establish the impact of volunteering.	<ul style="list-style-type: none"> • Implement NOMS volunteering strategy – actions identified through consultation (now ended) to be part of the final Third Sector Action Plan.
Increase mentoring.	<ul style="list-style-type: none"> • NOMS Russell Commission funded mentoring programme – promote learning from the programme. • Strategic development with third sector partners of work to support user engagement and offender mentoring/peer advice and support.

Questions

Strengthening communities	
Do you believe we have identified the right outcomes? If not, what might you want to see?	What are your views about how to achieve the outcomes?

3.6 We do hope that many organisations will respond to this consultation opportunity and help us together to identify the priority and really robust actions needed to strengthen the full role of the third sector in reducing re-offending and protecting the public.

Questions

Do you have any other comments you wish to make?	
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