

# SIGNPOSTING TO **COMMISSIONING RESOURCES**

A guide for organisations working with offenders



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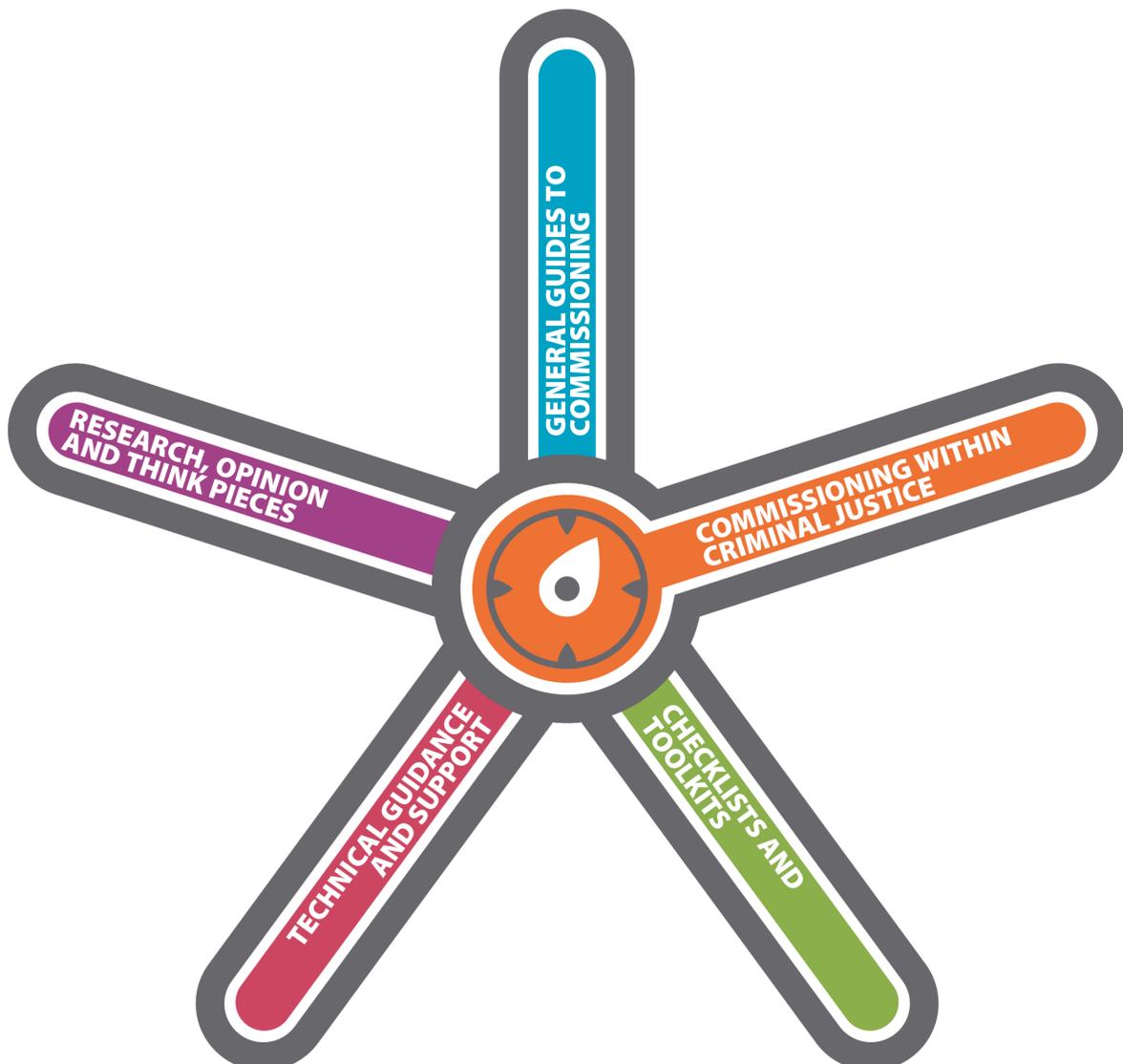
## A GUIDE FOR ORGANISATIONS WORKING WITH OFFENDERS

This guide is for Clinks Members who want to do any or all of the following:

- Find out more about commissioning
- Understand the difference between commissioning and procurement
- Prepare themselves to be ready for tendering
- Read case studies and learn from others' experiences.

Twenty one documents or websites have been reviewed, and a brief description given of each one. These are presented in five main sections:

- [General guides to commissioning \(i.e. not specifically criminal justice-related\)](#)
- [Commissioning within criminal justice](#)
- [Checklists and toolkits](#)
- [Technical guidance and support](#)
- [Research, opinion and think pieces.](#)



## GENERAL GUIDES TO COMMISSIONING

### A Beginners Guide to Commissioning

NAVCA (March 2011)

This is a guide to support organisations that are just beginning to engage with the commissioning landscape. It is aimed at development workers in Voluntary, Community and Social Enterprise Sector organisations.

The guide covers:

- What commissioning is
- Why it is important for development workers
- Ways of supporting organisations
- Ideas for working with the public sector.

There are also useful checklists on developing effective local networks, gathering relevant evidence for tendering and working out what you need to know.

<http://www.navca.org.uk/publications/beginnersguide>

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### Before signing on the dotted line

NCVO (June 2006)

A guide to enable small and medium sized organisations to navigate the complex rules, procedures and practices that constitute the public sector procurement process.

This is a very detailed 'how to' guide that covers all aspects of public sector contracting. The structure is good, enabling a 'pick n mix' approach whilst offering full and complete guidance for those who need that.

[http://www.ncvo-vol.org.uk/uploadedFiles/Sustainable\\_Funding/Publications/Procurement\\_Guide.pdf](http://www.ncvo-vol.org.uk/uploadedFiles/Sustainable_Funding/Publications/Procurement_Guide.pdf)

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### Commissioning and procurement step by step

NCVO website

A web guide to commissioning and procurement, that explains the processes, purpose and terminology of commissioning public services from the Voluntary, Community and Social Enterprise Sector.

<http://www.ncvo-vol.org.uk/commissioningandprocurement>

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### KnowHow NonProfit

NCVO website

Website with information for charities including a section on commissioning and procurement under the funding and income tab. Provides short, simple definitions and explanations of commissioning and procurement processes, with discussion forums and tool kits.

[www.knowhownonprofit.org](http://www.knowhownonprofit.org)

## **Tendering & bidding briefing: Give your tender a winning chance**

Finance Hub

This briefing gives a simple, easy to follow overview of the processes involved in tendering to deliver public services and provides insight into how VCS organisations can be effective in tendering. It uses case studies and checklists to enhance the reader's understanding.

<http://www.changeupmerseyside.org.uk/changeupdocs/TenderingandBidding.pdf>

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## **Love your tender: A guide to contracting for the children and young people's voluntary and community sector**

Children England

This guide is intended to support children's and families' VCS organisations that are thinking about delivering services via a contract from a public sector agency, but is useful to all organisations. It is very practical and contains useful exercises and templates. It provides a combination of toolkits and general guidance.

[http://www.childrenengland.org.uk/upload/LYT\\_final.pdf](http://www.childrenengland.org.uk/upload/LYT_final.pdf)

## COMMISSIONING WITHIN CRIMINAL JUSTICE

### Notes on commissioning and links to other resources

Clinks and NAVCA (2012)

This is a set of notes that provides an overview of NOMS commissioning plans and also covers Payment by Results, police and crime commissioners and Health and Well-being Boards. It outlines the main players and discusses local versus scaled-up commissioning. It contains links to other resources and sources of information.

[http://www.clinks.org/support/commissioning#navca\\_notes](http://www.clinks.org/support/commissioning#navca_notes)

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### Harnessing voluntary and community sector resources to help reduce reoffending in Gloucestershire: A framework for commissioning

Clinks/GAVCA (March 2011)

Although this was written specifically as a how-to guide for the local probation, police and prison on commissioning integrated offender management (IOM) in Gloucestershire by involving the Voluntary and Community Sector, it has useful sections that help readers understand the commissioning cycle and how the VCS can contribute to it. It emphasises accurate needs assessment that involves both the VCS and offenders themselves, and on agreeing what outcomes the VCS are best placed to deliver.

<http://clinks.org/sites/default/files/Harnessing%20VCS%20resources%20-%20a%20commissioning%20framework.pdf>

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### PowerPoint presentation on commissioning and collaboration

Clinks and NAVCA (2012)

This is a presentation to inform VCS organisations about the changing criminal justice commissioning landscape. It looks at collaboration, understanding the market and working collaboratively to deliver public services. It explores in some detail the nature of different forms of collaboration (partnerships, consortia, contractors).

There are exercises and activities that can be used to focus on participants' own organisations and help people assess strengths and weaknesses and plan for commissioning and collaboration.

[http://www.clinks.org/support/commissioning#navca\\_notes](http://www.clinks.org/support/commissioning#navca_notes)

## CHECKLISTS AND TOOLKITS

### Contract readiness checker

Locality website

This is a short and simple tool which helps to identify strengths and weaknesses in relation to winning and successfully delivering public contracts. It also highlights any barriers for organisations which might rule out tendering.

<http://mycommunityrights.org.uk/community-right-to-challenge/further-support/>

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### Finance for contract readiness checker

Clinks/Locality 2013

Using the same format as the contracts readiness checker above, this tool helps organisations understand the financial competencies and management systems required to be contract ready by ranking their current performance against standards required and identifying areas for development.

<http://www.clinks.org/support/commissioning#Tools%20and%20resources>

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### Get ready for that local authority contract: benchmarks of success

Finance Hub (February 2008)

Contains a number of success criteria for VCS organisations already delivering public services that other organisations can use as a benchmark.

Sets out a series of 'benchmarks' against which organisations can test their 'tender-readiness' and provides advice on what to do to achieve the benchmarks. Easy to read and follow, with a useful checklist and action planning section.

[http://contracting.files.wordpress.com/2008/02/benchmarks\\_of\\_success.pdf](http://contracting.files.wordpress.com/2008/02/benchmarks_of_success.pdf)

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### 'Tools for procurement and contracting' from Funding and Finance Toolkit 3

Finance Hub and NCVO (March 2007)

This is one section of 'The Funding and Finance Toolkit Series' which provides practical checklists, templates and exercises to help frontline Voluntary and Community Sector organisations improve their funding and finance for long-term sustainability.

The tools in the 'Procurement and Contracting toolkit' are divided into three levels – introductory; intermediate; and advanced – to reflect the different stages organisations will be at in their readiness for contracting.

[http://www.ncvo-vol.org.uk/uploadedFiles/NCVO/What\\_we\\_do/Sustainable\\_Funding/Support\\_for\\_Infrastructure/Procurement\\_FINAL.pdf](http://www.ncvo-vol.org.uk/uploadedFiles/NCVO/What_we_do/Sustainable_Funding/Support_for_Infrastructure/Procurement_FINAL.pdf)

## Statistical toolkit

### Clinks

This package includes: a 'User Guide to Home Office Crime Statistics' and a 'Guide to Ministry of Justice Guide Statistics' as well as an easy to use excel spread sheet that provides access to data by local authority and police force area, broken down by crime type. It includes data on recorded crime, re-offending and anti-social behaviour. It also covers arrests by ethnicity and information on victims of crime (including violence against women).

The Home Office section is a reference tool that helps interpret data published on the levels and trends of crime in England and Wales. Figures are based on two sets of crime statistics, the British Crime Survey (BCS) and police recorded crime data.

The Ministry of Justice publishes a range of statistics relating to the operation of the criminal and civil justice systems and on aspects of criminal justice policy. The guide aims to make it easier to navigate through the department's publications and it contains a list of topics to help find statistics relating to specific areas. These include: Criminal Justice Overview; Prison and Probation; Courts; Sentencing; and Re-offending.

Local crime data will be used by commissioners to design services and produce specifications. It is critical that VCS organisations intending to develop service models and delivery plans as part of tendering processes are able to access the same data.

<http://clinks.org/file/667>

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## Take your temperature:

### Clinks (2013)

'Take your temperature' is an easy-to-use tool to help you to assess organisational strengths and weaknesses in the context of a rapidly changing funding landscape and to flag up areas that require development. It helps you to pin-point the things you might consider doing to improve your organisation's health and sustainability, rather than offer guidance about how to do things. It can also be used to brief any external consultant or support organisation that you engage to address development priorities.

<http://www.clinks.org/take-your-temperature-july-2013>

## TECHNICAL GUIDANCE AND SUPPORT

### Glossary of procurement & commissioning terms

NCVO website (2008)

A compilation of glossary from the publications 'Glossary of Terms for Tendering and Procurement' by Tendering for care and National Audit Office's 'Financial Relationships with the Third Sector'. A wide-ranging glossary with short definitions that is easy to navigate.

<http://www.ncvo-vol.org.uk/advice-support/public-service-delivery/resources/AtoZ>

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### The handy guide to tendering and procurement

Tendering for care/Project Development and Support Ltd (2nd edition, 2012)

This is a short 'handy guide' to the principles which underpin tendering and procurement. It provides simplified reference to legislation, regulations and guidance on the rules governing competition. Contains a useful 'do's' and 'don't' checklist.

<http://www.tenderingforcare.com/uploads/document/doc/58116/TfC-H-Guide-r12.pdf>

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### The Compact and procurement law

Compact Commission (July 2009)

A useful overview of procurement law related to the Compact including helpful definitions of grants and contracts. This guide is primarily aimed at commissioners, and the frequently asked questions are asked from a commissioner's perspective. However, it will be equally useful for VCS organisations that want to learn more about procurement in the context of the Compact.

[http://www.compactvoice.org.uk/sites/default/files/compact\\_and\\_procurement\\_law.pdf](http://www.compactvoice.org.uk/sites/default/files/compact_and_procurement_law.pdf)

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### TUPE due diligence checklist

NCVO (2012)

This publication aims to increase understanding of the due diligence processes in relation to TUPE (Transfer of Undertakings (Protection of Employment)) and to support those VCS organisations involved in transferring employees as a result of a change in provider. It provides guidance to assess and manage the financial risks associated with transfer of liabilities and helps organisations prepare appropriately. It sets out the legal obligations of employers and details the necessary procedural steps in any transfer.

[http://www.ncvo-vol.org.uk/sites/default/files/ncvo\\_tupe\\_due\\_diligence\\_checklist\\_2012.pdf](http://www.ncvo-vol.org.uk/sites/default/files/ncvo_tupe_due_diligence_checklist_2012.pdf)

## **Perfect Partners: strengthening relationships within employment services supply chains - a good practice guide**

ERSA, ACEVO and NCVO (July 2012)

This guide explores the challenges to the Voluntary, Community and Social Enterprise Sector in acting as sub-contractors to prime providers in the context of services to help long-termed unemployed people into work. It uses case studies to chosen to 'shine a light on relationships that are working well and extricate the lessons as to why this should be'. It is essentially a good practice guide in developing and managing supply chains with learning of benefit to commissioners as well as public, private and voluntary sector service providers.

<http://ersa.org.uk/documents/supply-chain-best-practice-guide>

## RESEARCH, OPINION AND THINK PIECES

### **Loose talk and a hard nut - commissioning for better outcomes**

Solace and IDeA (February 2007)

This contains a range of views and discussions about public sector commissioning from a number of perspectives. There are essays from expert contributors on the wider issues of reform and one piece specifically addresses how the new vision affects the Voluntary, Community and Social Enterprise Sector. The intention is to explore what is commissioning and how it can be done best to achieve better outcomes.

[http://www.solace.org.uk/library\\_documents/10\\_SFI\\_Loose\\_talk\\_and\\_a\\_hard\\_nut\\_commissioning\\_for\\_better\\_outcomes\\_February2007.pdf](http://www.solace.org.uk/library_documents/10_SFI_Loose_talk_and_a_hard_nut_commissioning_for_better_outcomes_February2007.pdf)

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### **When the going gets tough - charities' experiences of public service commissioning**

NPC (May 2012)

This report investigates how changes to commissioning are affecting the VCSE sector, and how organisations are responding. It focuses on how public service reform, the deficit reduction programme and the government's Big Society agenda are all affecting the amount of funding going to charities and the way that this money is distributed. It provides findings from a survey of charities (those with an income of over £800,000 some of which comes from government). Over 90% believe they face more risk in the current commissioning environment than before, and this appears to be driven by three elements: new funding mechanisms, delivery of services in partnership, and cuts to charity sector income. These issues are explored in depth and recommendations made to charities, commissioners and private funders.

<http://www.thinknpc.org/publications/when-the-going-gets-tough-2/>

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### **A better return: setting the foundations for intelligent commissioning to achieve value for money**

nef & Cabinet Office/Office of the Third Sector (Jan 2009)

This report defines value for money (VfM) and builds on the Treasury definition at the core of commissioning. It looks at models for achieving intelligent commissioning and has several case studies of VCS organisations that have achieved VfM and demonstrated outcomes.

Primarily aimed at commissioners and makes the case for wider 'full public benefit' to be the VfM indicator in commissioning services. However, it provides useful insights for VCS organisations in use of social return on investment (SROI) measurement.

<http://www.neweconomics.org/publications/entry/a-better-return>

## Specialist Services: A Guide for Commissioners

Voice4Change England and NAVCA

This report argues that specialist services are an essential means of delivering both more equitable and more efficient public services. It includes a series of ten recommendations for commissioners to highlight how they can best meet the needs of our diverse communities. This provides arguments and actions for organisations seeking to influence commissioners or justifying specialist provision.

[http://www.voice4change-england.co.uk/webfm\\_send/158](http://www.voice4change-england.co.uk/webfm_send/158)

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## About Clinks

Clinks supports the Voluntary and Community Sector working with offenders in England and Wales. Clinks aims to ensure the Sector and all those with whom it works, are informed and engaged in order to transform the lives of offenders. We do this through:

- Providing representation and voice
- Promoting the Sector
- Influencing policy and campaigning
- Providing information and publications
- Running training and events
- Providing services and support
- Undertaking research and development.

We are a membership charity with a network of over 9,500 professionals working to support the rehabilitation of offenders.

### Get involved

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