

# **Black and minority ethnic communities working together to crack crime**

**The necessary elements of a strategic  
partnership to facilitate creative solutions**

*November 2002*

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## **Introduction**

Black and ethnic minority community groups have been working collectively and individually to create alternative solutions that are aimed at decreasing the incidence of and the conditions that maintain crime. The Cracking Crime steering group has acknowledged the importance of working with black and ethnic minority communities to crack crime and proposes to support the work that is already ongoing.

This paper outlines a process that will enable community groups to grow and further develop their work by facilitating their access to funding streams which exist and which may be under-utilised. It describes what will be required to create a strategic partnership. The structure, processes, knowledge and expertise that will be needed include:

A strategic partnership board to overview the process

A process for the inter-relationships between the strategic partnership board and the organisations that will work with the community groups. The organisations involved include: GLA, GOL, London Action Trust (LAT) and the Black Londoner's Forum (BLF).

A mechanism for selecting possible community groups, accessing and applying for funding sources and being supported in utilising the monies obtained and a mechanism by which areas can be selected

A knowledge base of possible funding streams, similar initiatives and other work in diversity

## **The Strategic Partnership Board**

Membership: representatives from Government Office London with responsibility for cracking crime and/or diversity and/or young people, the Mayor's, a member of the public from an ethnic group, a member of a council that has a large diverse population, a young person, Association of London Government, Metropolitan Police Authority and the London Probation Service

Members of the board who are new to strategic and committee work are likely to need a degree of support and education on crime and ethnicity as well as local government. The type of support required will vary from help in understanding papers to practice in speaking up in group settings. This support should continue for as long as needed.

All potential conflicts of interest must be declared.

*Terms of reference:*

To support black and ethnic minority communities in preventing and tackling crime.

To support capacity building which increases skills, confidence and ability of individuals and groups to continue to work on creative and alternative solutions to cracking crime from a black and ethnic minority perspective. .

To appoint relevant organisations to conduct the work needed to develop the required knowledge base of funding sources etc, to identify and then support community groups to access funding sources.

To provide an overview of the work of the organisations developing the project

To provide a strategic input into the development and direction of the work undertaken by the relevant organisations

To ensure that the work is conducted in a creative, innovative manner and is value based-respecting the rights of all concerned, e.g. ensuring that the terms of the Race Relations (Amendment) 2002 Act, the Human Rights Act (1998) and other similar legislation is followed.

To collectively and individually ensure that the Board keeps abreast of developments in knowledge and practice relevant to their responsibilities. All Board members will visit at least two community groups per year (two days per year).

To look at emerging issues and identify appropriate action

To work at a strategic level to increase the funding streams and bodies that could be accessed.

To ensure, through delegation, that there are appropriate processes for accountability, probity and responsibilities and that there is a contract of work with the relevant organisations (which will include default clauses).

To ensure that there is an effective communications and media strategy in place to ensure that the work of the strategic partnership board, the appointed organisations and the community groups is publicised.

To support an annual event at which the community groups, actual and potential funding sources can learn about the change that has been produced, and about each other.

To meet on a quarterly basis to review progress and receive quarterly reports from the BLF and the LAT. To review the work and priorities for selection of community groups on an annual basis.

## REQUIRED ACTION:

Terms of reference to be agreed and ratified by all contributing organisations

Partnership Board to be formed once the outline bids for funding the work proposed in this paper have been developed and endorsed by the existing steering group

## **A process for the inter-relationships between the strategic partnership board and the organisations that will work with the community groups**

There are a number of functions (see below) to be carried out which include creating and maintaining an up to date database of funding streams etc., identifying and working with community groups to support them to apply for monies.

It is proposed that LAT will be responsible for technical and strategic matters related to direct fundraising and development work with grassroots organisations whereas BLF will, through creating a cracking crime college, provide the knowledge web site, identify good practice and offer development support to members as well as ensuring that it widens its membership base. It is likely that some of these functions may overlap.

BLF and LAT will develop funding bids outlining the above and specify the way in which the proposed inter-relationships will work-internally, between LAT and BLF and with the Board and with community groups. The responsibilities for necessary functions should be delegated to named individuals who have demonstrable skills and knowledge to carry out the required work. Managerial (day to day operational) responsibility will be delegated to the respective boards of LAT and BLF. Strategic responsibility remains with the strategic partnership board.

A very clear and explicit contract of agreement outlining the expected work, targets to be achieved and a process for evaluating quality should be made between the strategic partnership board (or delegated body) and the organisation(s). This should include a default clause for situations where it is clear that the terms of the contract are not being met.

## REQUIRED ACTION:

Bids to conduct the work to be developed by BLF and LAT for initial submission to ALG and GOL to be endorsed by the Steering Group

Agreements to be reached with the respective management boards.

## **A mechanism for selecting possible community groups, accessing and applying for funding sources and offering support in utilising the monies obtained**

It is possible to create two tiers of support. The first tier would be simply to enable community groups to have access to the database of funding sources and offer either on-line help or create a telephone helpline for support in applying for funds. Training programmes in applying for funds could also be offered.

REQUIRED ACTION: LAT to consider creation of first tier of support using expertise gained through developing the Community Safety Advisory Service.

The second tier could adopt a more targeted approach that would include a selection process. This and other necessary elements are described below.

### **Selection**

It is likely that there are a large number of such groups that could benefit from the intended support. Priorities need to be set and agreed. The selection process must also ensure that the groups that are selected have a good track record in terms of work produced and financial viability.

Thought also needs to be given to individuals/groups that do not as yet exist and want to start up. It is also vital to acknowledge that some groups may already have or be planning to approach some of the funding bodies.

#### *Priorities for selection*

Community groups will be selected if they are working towards:

Empowering and engaging communities so that they work collectively to crack crime

Focussing on young people

Concentrating on safety and diversion

#### *A process for selection*

Information and statistical data needs to be gathered on crime (volume, incidence etc) and ethnicity. This data will inform the creation of the selection criteria as well providing the board with up to date knowledge.

A scoping exercise has to be conducted to search for and identify any such groups that exist in the London area. This work will be steered through the local Crime and Disorder Reduction Partnerships who will be asked to provide

information about what initiatives there are in the community. Evidence of having worked with partners to obtain this information must be provided.

Information about these groups is also likely to be obtained from informal and formal sources such as word of mouth, ALG and GOL. The work could also be advertised through borough newspapers and the ethnic press. The groups that should be considered should only be from the voluntary and independent sector. Data should also be gathered about the Boroughs within which each group will operate.

Information on prospective groups should contain brief information on the work that each group has done, the way in which it works, its financial position, track record in applying for funding, hopes, aspirations and future plans including what it would achieve if extra funding were to be made available.

This information should be collated and a set of criteria for selection should be produced and presented to the strategic partnership board and a shortlist created. The criteria should specify whether community groups will be selected using factors such as demography and/or issues, e.g. working with young people.

The LAT and the BLF who will support the accessing of funds will then be asked to approach the shortlisted groups to offer the proposed support. Accurate written records should be kept of all interactions.

**REQUIRED ACTION:**

ALG to conduct exercise to obtain knowledge on crime and ethnicity.

LAT and BLF to submit proposals on how the scoping exercise and selection process will be conducted.

## **Accessing and applying for funds**

The organisation (most probably LAT) that has been given the responsibility for supporting the community groups to apply for funds should work with the selected community groups to identify what they would hope to achieve should the monies be available. A clear proposal should be drafted. All efforts should be aimed at co-financing.

The organisation should have access to a comprehensive funding database that has been programmed so that it can select a small group of funders to approach. The organisation should then work with the community group to apply for funding –any necessary training, e.g. completing application forms, being interviewed should be offered.

If the application is successful, the community group and the organisation should agree a work plan that would outline the work, what supports may be needed as well as how the work will be monitored. If the application is unsuccessful, then a request for feedback should be made to the funding body, a record made of this when it is received and any appropriate actions taken.

REQUIRED ACTION:

As part of the funding bid LAT to devise a process to support community groups in co-financing

### **A knowledge base of possible funding streams, similar initiatives and other work in diversity**

A web based library of knowledge of funding streams, community groups and other work in this area should be created. This could include knowledge from international sources. Funding bodies could contribute to the creation of the web site. It should be devised so that it contains a diagnostic facility that permits the identification of sources of funding likely to support a given organisation. It could also contain information about how to access the support that is being offered.

REQUIRED ACTION:

BLF to submit a proposal on the creation of a diagnostic knowledge based website.

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