



John Campion Police and Crime Commissioner West Mercia



Commissioning and Grants Strategy 2016-20

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Introduction



As Police and Crime Commissioner, I have a central role in the commissioning of services related to victims, community safety and crime reduction.

In my Safer West Mercia Plan (SWMP), I promised that I would implement an outcome based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity, with resources allocated to need.

Throughout my term I will invest in local outcome focused interventions and projects that demonstrate value for money for West Mercia. The investments I make will be targeted towards supporting victims to cope and recover, as well as reducing offending and reoffending throughout West Mercia.

My Commissioning Strategy has been developed to outline the approach and principles undertaken by my office to achieve the aspirations of my Safer West Mercia Plan. There are four elements to my plan: putting victims and survivors first; building a more secure West Mercia; reforming West Mercia; and reassuring West Mercia's communities.

During my term, I will invest in services for victims, including additional specialist services and a new

Victim Advice Line. I will also provide a budget for Community Safety Partnerships in order for them to carry out valuable work with their respective local communities. I will highlight the work being done together with the public and third sectors where we have shared outcomes and issues of joint priority. I will be investing heavily in road safety, and providing grants to allow communities to play their part too. I am also committed to disrupting the market for stolen goods and protecting homes and possessions by making them less attractive to the 'would-be criminal'. By working with partners I want us to be able to property mark as many households as possible with Smartwater to create "We Don't Buy Crime" towns and villages and significantly reduce the risk of burglaries. I will ensure the public and voluntary sector has access to the Commissioner's Grant Scheme to deliver West Mercia wide priorities and I will ring fence a dedicated budget for local priorities supporting home-grown projects through a joint policing and community ambassador fund.

John Campion

Police and Crime Commissioner

Income

Ministry of Justice Victims' Services Grant

Following the amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 a Police and Crime Commissioner (PCC) has responsibility to commission services which enable victims to cope and recover. Each PCC is responsible for adherence to the Victims Code and EU Directive.

PCC John Campion, is a partner in a commissioned national framework for victim services. Putting victims and survivors first is a key priority for John. He has committed additional funding from his grant budget to compliment the Ministry of Justice grant and commissions' specialist services for Domestic Abuse, Sexual Violence and Child Sexual Exploitation.

Home Office Grant

PCCs also receive a single pot of funding from the Home Office for policing and community safety. John is provided with £225 million towards the delivery of the police service, commissioning, grants and his office.

Council Tax

The PCC raises funds from Council Tax and sets a precept. These funds are used to support the delivery of the police service, the PCC, his office, commissioned services and grants.

Allocation

PCC, John Campion decides on the budget for West Mercia Police and then allocates the remaining to his four funding streams:



West Mercia Police Budget

This is mandatory and allocated to the Chief Constable for policing West Mercia's communities.



1. Victim Services

The PCC receives an annual grant from the Ministry of Justice for supporting victims. West Mercia's PCC provides a 'top up' to this for enhanced provision.



2. Community Safety Partnership (CSP) Grants

Funding for local initiatives to meet the priorities of the CSPs and the Safer West Mercia Plan.



3. The Commissioner's Grant Scheme (CGS)

This fund for large grants and contracts and is usually awarded West Mercia wide.



4. Local Policing and Community Ambassador's Fund (LPCAF)

Localised projects, delivering the SWP for specific communities. Decision making for this fund is the responsibility of local policing area commanders and the PCC's Community Ambassadors. An arm of the LPCAF is dedicated to localised road safety initiatives.

Commissioning

This is the process for deciding how to use the resources available to improve outcomes in the most efficient, effective, and sustainable way, responding to local needs. The Safer West Mercia Plan provides the overarching framework for local commissioning. John Campions commissioning team use 'Understand, Plan, Do, Review' which is a continuous cycle of action and improvement detailed below:

Understand

- A clear evidence base (through needs assessments, engagement with the public, potential service users and partners) must be established to introduce a new or continue an existing service. This must include a clear understanding of the outcomes to be achieved and the existing service provision, ensuring a new service does not duplicate effort. Sometimes re-commissioning or bolstering an existing service can deliver the intended outcomes.
- The strategic direction of key partners is taken into account both in drafting the Police and Crime Plan and in our approach to commissioning.
- Few services can operate in isolation so it is important to map out any co-dependencies. This could include referring agencies or other specialist support provision to provide seamless pathways.

- Could a pooled budget arrangement lead to a more joined up service provision and deliver economies of scale?

Plan

- Services will be accessible across West Mercia unless the service being funded is developing a proof of concept (pilot)
- Co-commissioning is desirable because the use of pooled budgets can enable more comprehensive service provision and reduce the burden on providers of multiple outcome reporting arrangements. This will be done within the region or across boundaries where it will benefit service users.
- Co-design and engagement with service users, providers and partners will be key to the process. The publication of the commissioning intentions (in the form of a Provider Information Notice on the Blue light E-Tendering site or on the Commissioner's website) will promote this dialogue.
- Outcome measures must be set to enable the Commissioner to be satisfied that the service provider is demonstrating they are meeting the identified need.

Do

- Proportionate methodology will be used within the confines of the Financial Regulations including three quotes and competitive tendering.
- All tenders will be posted on the national Blue light E-Tendering site. The funding envelope and quality v cost split will be transparent.
- Market Engagement days will be held, where appropriate, to add value or where the value of the contract hits the OJEU (Official Journal of European Union) threshold which requires all public sector tenders to be published.
- Where a single provider has been proven to deliver the best outcomes for the service user, a single tender agreement will be applied for. A STA form can be completed to enable a contract to be awarded without a competitive procurement process (whether this is a new contract or an extension to an existing one) in the following circumstances:
 - a) Where it can be evidenced that only one supplier is able to carry out the work or services or to supply goods for technical reasons (for example access to live personal data needed to provide the service).
 - b) Where there is a justifiable case to use an existing contractor/supplier to maintain a continuity of supply.
- Multi agency evaluation of tenders will ensure a broad range of views and knowledge of co-dependent services are considered. Service users will be invited to engage in the process where possible.
- Contracts will be awarded with a range of timeframes depending on the security of the funding stream (although break clauses for both parties will always be included). It is appreciated that short term funding streams are less attractive to providers especially when dedicated posts need to be recruited into. The Commissioner will endeavour to offer contracts for initial time periods with options to extend if both parties agree. For example: three plus one or two plus one or one plus one. The totality of the 'plus sections' cannot be greater than the original contract period.

Review

- The Safer West Mercia Plan sets out the overall performance framework.
- Contract management ensures performance reporting obligations are proportionate to the size of the contract. However, reassurance has to be sought that all funding is delivering the agreed outcomes.

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- Outcome reporting forms will be required to be completed by all service providers on a quarterly basis (unless otherwise stated in the grant agreement/contract). These should demonstrate the activity undertaken (service provision), the outputs generated (quantitative data such as referral numbers) and the impact they have had on the service user (outcomes). Providers must be able to evidence the impact through for example the use of outcome stars or other proportionate qualitative evaluation methodology.
 - Grant visits (to include service user feedback) will be conducted during the life of the contract.
 - De-commissioning - where services are shown not to be meeting their outcomes support will be offered. However, in some cases, such as pilots, where the PCC decides it is not viable to continue, a service will be de-commissioned. This will be carried out in partnership with the provider.

Grants

A grant is a contribution to a project, initiative or resource, rather than a contractually agreed service specification. This allows a greater degree of flexibility and gives the recipient the ability to trial their vision based on evidence or community need. No contract is in place so recipients are not performance managed against an agreed set of indicators. However, the PCC will provide the public with transparency by thoroughly monitoring and evaluating performance. All grant recipients are invited to work with the commissioning team on implementing a performance framework to monitor outputs and outcomes. This assists John Campion with his future funding decisions and evidences value for money for the communities he serves.

Key principles for awarding contracts and grant offer letters

- All investment will be assessed against a prearranged weighting criteria which accounts for both the quality of outcomes proposed and the cost. Value for money will be a combined assessment of both of these and not purely the cheapest pitch.
- Proposals will be cross checked with needs assessments to ensure funding is being channelled to the areas of greatest need and impact.
- Where possible, we will invest in services to assist in drawing down additional external funding, sustaining activity or increasing scope and capacity. We will therefore support applications seeking match funding.
- Where feasible, we will work in partnership with other stakeholders to co-commission achieving economies of scale and avoiding the possibility of duplication.
- We will encourage applications focused on prevention and early intervention for victims and offenders.
- Provision will be required to have seamless pathways into other linked services to ensure a holistic approach in supporting people with complex needs.
- Support services will be service user focused and co-designed with the individual from the outset, tailored to meet their needs.
- Where applicable, services will be commissioned West Mercia wide to ensure equitable access to provision. This will be assisted by our commissioning framework dash boards identifying current crime patterns and trends.
- Innovation will be supported where an existing or emerging evidence base can be shown.
- The views of service users will be listened to at all stages of the commissioning cycle.
- The monitoring process will be proportionate to the value of the service and within the acceptable tolerance of internal audit and Ministry of Justice (MoJ) scrutiny.
- We will enhance service provision by applying, in partnership, to new funding streams.
- We will work with partners to develop and stabilise the market place.
- We will endeavour to influence the commissioning of co-dependant services to ensure they adhere to the above principles.
- Our focus will be on the delivery of outcomes as opposed to funding activity. Recipients will need to demonstrate the difference our funding has made within clearly defined measures.

NB: This document should be read in conjunction with the [Financial Regulations for West Mercia Police and Crime Commissioner](#)