



COMMISSIONING AND GRANTS STRATEGY

Updated

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INTRODUCTION

This document is an update to the Office of the Police and Crime Commissioner's (OPCC's) *Commissioning and Grants Strategy 2015*. It sets out the OPCC's approach to commissioning services and outcomes for the communities of Avon and Somerset and sits alongside the Police and Crime Plan and the OPCC Business Plan.

BACKGROUND

The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Commissioners (PCCs) and the first election to these positions took place in November 2012. The Act widened the responsibilities of the police oversight body, providing PCCs with the ability to make crime and disorder reduction grants and commission services. The OPCC has issued grants and contracts since April 2013.¹

In addition, since October 2014 PCCs have been responsible for commissioning support services for victims of crime under powers given to the Secretary of State by section 56 of the Domestic Violence, Crime and Victims Act 2004 and powers under the Anti-Social Behaviour Crime and Policing Act 2014 to allow PCCs to commission services. From April 2016 PCCs were awarded funds for Child Sexual Abuse services.

DEFINITIONS

The OPCC's commissioning strategy is written according to the following definitions:

COMMISSIONING	Activity undertaken to achieve outcomes
IMPACT	The PCC's broad ambition (Police and Crime Plan)
OUTCOMES	Changes or consequences for the people of Avon and Somerset that contribute to the Impact
OUTPUTS	Units or products resulting from activity
ACTIVITY	The things done to generation outputs
INPUTS	Resources

APPROACH

The OPCC's strategy is underpinned by a number of key principles:

Planning

Strategy led by the Police and Crime Plan – commissioning is informed by the PCC's Police and Crime Plan which is reviewed regularly.

Needs-based – all PCC activity seeks to be need based and to support this a Police and Crime Needs Assessment is regularly conducted in collaboration with partners.

¹ Details can be found online: <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Grants-awarded-by-the-PCC.aspx>

Evidence-based – when spending public funding we need to ensure that there is an evidence base for the intervention and that it will contribute to the PCC’s desired outcome with an understanding of the impact upon communities.

Value for Money - the OPCC is committed to ensuring value for money and achieving positive outcomes and effective services for the residents of Avon and Somerset while facing the challenges posed by the government’s austerity measures.

Holistic services – the OPCC supports work to address complex needs in a multi-agency way

Continuous improvement – the OPCC reviews and learns lessons from previous commissioning processes

Partnership working

Co-commissioning and partnership working – the PCC is committed to working with partners on issues of joint priority.

Working across boundaries, where it makes sense to do so – where there are benefits either financially or for service delivery the OPCC will work with partners across different organisational or geographical boundaries to commission outcomes in new ways.

Shared outcomes – the OPCC recognises that many non-PCC services and external factors affect outcomes for residents.

Importance of local, specialist services – It is clear that local, specialist services are important in achieving outcomes for residents and the OPCC is committed to working with fellow commissioners to secure this provision.

Other commissioners have community safety-related responsibilities – the PCC does not have sufficient resources to fund all services relating to community safety; local authority, health and criminal justice partners all hold resources which contribute to community safety outcomes.

Value of professional view when making decisions – from both partners and the Constabulary

Working with the market

Co-production with the market – the OPCC values the expertise of the market and will seek to form flexible, collaborative and productive relationships to develop services which address service user outcomes. This will be facilitated by

proportionate purchasing methods and active engagement with the sector.

Proportionate purchasing methods – the OPCC will use the purchasing method that is suitable for the value for the service, ranging from small grants, three quotes, competitive grants through to OJEU procurement processes.

Proportionate outcomes monitoring that adds value – the OPCC recognises that service providers are best placed to tell us how to monitor the impact of their work. The OPCC will work closely with providers to ensure proportionate grant or contract oversight and take a risk-based approach.

Valuing the Voluntary and Community Sector (VCS) – the OPCC values the VCS and has established a Charter setting out this commitment.²

Innovation – when new challenges or opportunities are presented, the PCC is committed to using resources to test, pilot and evaluate new approaches.

Clear provision of information – the OPCC is committed to providing clear and up-to-date information online and to proactively sending information to stakeholders via various means including emails and eNewsletters.³

Outcomes and impact

Commissioning without money – the OPCC recognises that it can influence or achieve outcomes without spending money. It will see all of its activity as outcome-focused, making use of a wide range of resources to achieve the impact and outcomes in the Police and Crime Plan.

Victim-focused – In line with the Ministry of Justice's policy change and the PCC's priority of putting victims at the heart of the Criminal Justice Service, the OPCC's commissioning strategy is victim focused seeking to help victims both cope and recover from the crime or ASB.

Preventative – A key focus for the PCC is reducing victimisation through prevention activities.

Social Value – the OPCC is committed to the standards set in the Public Services (Social Value) Act 2012.

Listening to the views and needs of service users and the community – the OPCC is committed to hearing the voice of victims and the community through all aspects of its work both day-to-day and as part of performance monitoring of services.

Transparency and accountability – The OPCC is committed to conducting its

² See <http://www.avonandsomerset-pcc.gov.uk/Document-Library/2014/FINAL-Voluntary-Sector-PCC-charter---July-2014.pdf>

³ See <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Partnerships.aspx>

business in a transparent way ensuring that the public have clear sight of its activities. This means that information, decisions and documents will be pro-actively shared online.

RESOURCES AVAILABLE TO THE PCC

The OPCC is committed to outcome-based commissioning. This means that the PCC seeks to achieve outcomes via a variety of means:

- ✓ **Police main grant** – Constabulary activity and performance
- ✓ **PCC Influence and partnership working** – where there are shared priorities and opportunities to make changes to influence outcomes
- ✓ **PCC’s Police and Crime Grant** – working with partners or external agencies
- ✓ **Victim grant from the Ministry of Justice** – to commission services according to the MoJ commissioning framework
- ✓ **Other funding opportunities** – one-off national grants or opportunities such as the Transformation Fund
- ✓ **Commissioner’s Community Action Fund** – small grants for localised impact
- ✓ **Working with communities** - to influence or stimulate behaviour change
- ✓ **Alternative income streams** – such as proceeds of crime and other opportunities to increase investment in policing
- ✓ **OPCC activity** – OPCC time spent on all of the above

PURCHASING AND DECISION MAKING

The following general categories for purchasing and decision-making apply:

Category	Description	Example
Large services	OPCC-led following standard procurement processes and advertised on Bluelight or equivalent. More than one year period of commitment, with contract in place and contract / outcomes monitoring. Decisions made by an evaluation panel.	e.g. Emotional Support Service for Victims of Crime and ASB
Local / specialist services or projects	Supported by the PCC’s three year funding issued to Leaders of Local Authorities according to a crime / deprivation / population formula. Needs-based approach rather than open process for bids for projects which address Police and Crime Plan priorities. Decisions made by the Local Authority and local partnerships as relevant, with OPCC involvement.	e.g. Police and Crime Grant, issued to local authorities / partnerships

Developmental services	Where services are developmental or pilots the OPCC will seek to use less formal processes such as a competitive grants process or obtain three quotes. This will result in a grant agreement and outcome monitoring with the successful provider. Decisions made by an evaluation panel.	e.g. Advocacy Services for Victims; Modern Slavery Service (pilot), Restorative Justice Delivery Partner.
Government funding opportunities	Ad hoc opportunities for one-off funding will be developed as they arise with relevant partners to meet the priorities and ambitions of existing plans and strategies.	e.g. Home Office Transformation Fund or Public Sector Transformation Network
Small local projects	The Police Community Trust awards grants from the Commissioner's Community Action Fund, quarterly. Decisions are made by Trustees. There is an online application form and successful recipients are required to sign a Conditions of Grant Form. Monitoring form completed by recipients.	e.g. CYP projects, awareness raising initiatives, training etc.