



Making Cumbria even safer

Cumbria Office of Police and Crime Commissioner

Commissioning Strategy 2017-2020

Introduction



I am very pleased to introduce my Commissioning Strategy for Cumbria for 2017 to 2020. This document provides the context for commissioning services and activities and details how the commissioning process will be undertaken by the Office of the Police and Crime Commissioner (OPCC).

This strategy supports my Police and Crime Plan '*Making Cumbria Even Safer*' which sets out the key objectives for policing and community safety over the next three years. The objectives within the plan are informed by what the people of Cumbria have told me is important.

This strategy seeks to empower local communities and a wide range of organisations to access funding to support delivery of the Police and Crime Plan objectives and provide a clear framework for funding decisions to be made that are fair, transparent and provide value for money.

Commissioning Principles

Good commissioning is not just about responding to good ideas. Commissioning is about deciding how to use resources to improve outcomes in the most efficient, effective and sustainable way. It is about working with partners, the community and service providers to assess and understand needs, decide what the priorities should be and what outcomes commissioning should achieve.

Commissioning also involves understanding the perspective of service users, such as how well existing services are working and whether there are any gaps in the provision being provided. This understanding helps to inform how services need to change and how outcomes can be improved. This is why it is important to have a good commissioning framework that makes sure that the needs of the communities are met with the best possible services, provided by the best possible organisations and at the best possible cost.

The OPCC can do this either through a procurement process or through the making of a grant. Procurement contracts are for core activities that require stable and sustainable funding over time and grants provide more flexibility and room for pilot projects and innovation. By having both options available we can ensure efficiency in our contractual relations, and diversity on the range and nature of providers that we work with. Both processes involve developing a specification that sets out the outcomes and/or services against which a range of organisations can put forward a tender or funding proposal.

A key aspect of the commissioning process is continuous improvement. All services will be reviewed to assess how well they are delivering against the agreed outcomes within this strategy. This will involve feedback from service users and reviewing the performance of contracts and providers. This tells us how well the commissioning cycle has operated in meeting needs and improved outcomes.

This commissioning process adopts the following set of principles developed by the National Audit Office *'The Eight Principles of Good Commissioning'*:

1. Understanding the needs of our communities by ensuring that we engage with the full range of partners and stakeholders;
2. Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services and working with them to set priority outcomes for that service;
3. Putting outcomes for users at the heart of the strategy planning process;
4. Mapping the fullest practical range of providers with a view to understanding the contribution they could make to deliver those outcomes;
5. Considering investing in the capacity of the provider base, particularly those working with hard to reach groups;
6. Ensuring processes are transparent and fair;
7. Facilitating long term contracts and risk, wherever appropriate as ways of achieving efficiency and effectiveness; and
8. Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local need.

The Police & Crime Plan

The key objectives within the [Police and Crime Plan](#), against which the intentions within this Commissioning Strategy have been set are:

Tackle Crime & Antisocial Behaviour ([objective 3](#)), including:

- Tackle domestic abuse;
- Address hate crime;
- Address crime which affects people in rural parts of the county;
- Tackle alcohol and substance misuse, including new psychoactive substances;
- Focus on serious and organised crime;
- Target speeding and dangerous driving; and
- Protect the vulnerable and elderly from crime.

Ensure Offenders Face a Consequence for their Crime ([objective 4](#)), including:

- Reduce re-offending;
- Giving victims the chance to explain the impact of the crime (Restorative Justice); and
- Giving victims a say in how offenders make amends (Community Remedy).

Always Put Victims First ([objective 5](#)), including:

- Develop joined up and appropriate support for victims;
- Develop enhanced services for victims of more serious crimes and vulnerable victims;
- Make sure agencies who work with victims of crime meet the national code of practice for victim of crime (The Victims Code); and
- Make it quicker and easier to get people who are having a mental health crisis to be taken to a place of safety and require suitable support.

Focus our Police on Online & Sexual Crime ([objective 6](#)), including:

- Help members of the public to be aware of the risk of online crimes and keep themselves safe online;
- Prevent grooming, child sexual exploitation and sexual abuse; and
- Develop joined up and appropriate support for victims of sexual crime and child sexual exploitation.

Supporting Young People ([objective 8](#)), including:

- Improve how the police interact with young people; and
- Support activities which provide positive opportunities for young people or which prevent young people from turning to crime.

Working in partnership

Working in partnership is at the heart of our commissioning approach. The Commissioner works with many statutory organisations such as Local Authorities, Fire and Rescue Services, Probation Trust and Youth Offending Teams. The Commissioner also works with the voluntary sector and community and faith organisations to help deliver initiatives aimed at supporting the key objectives within the Police and Crime Plan. It is the tremendous work of the many organisations and community groups within Cumbria and beyond that make things possible. It is our responsibility to build on this and do what we can to ensure they are well informed and feel empowered to do so.

Effective partnership working also helps to reduce waste and duplication and provide services that targets those most at need, enhancing the quality of life of all.

The Commissioner is committed to the Cumbria Compact, an agreement between the public sector and the voluntary and community sector in Cumbria, to support working together more effectively to strengthen communities and improve people's lives. This Commissioning Strategy will be delivered in accordance with the shared principles and commitments of the Cumbria Compact. They are: respect; honesty; independence; diversity; equality; volunteering and citizen empowerment.

The Commissioning Budget

The Commissioner receives funding in order to provide services to support victims of crime, tackle crime and antisocial behaviour and reduce offending in Cumbria. The Commissioner has the power to award grants and has developed five specific funds. These are described below.

The Property Fund

Local people are key in knowing what is needed within their area to reduce crime and disorder. The property fund is a pot of money that is distributed by the Commissioner (from property coming into police possession) with the aim of funding communities and organisations to work together to reduce crime and disorder locally. Those who can apply for a grant are local community groups, watch schemes, parish councils, charities, voluntary groups and schools. Groups must have the support of a Police Officer or Police Community Support Officer (PCSO) within their local area who will help with the application.

Application information can be downloaded from the OPCC website. A panel will meet to consider bids for funding four times a year. Funding will be awarded on the basis of the expected outcomes that aim to be achieved from a funding award. Grants will be awarded up to the value of £2,500.

The Community Fund

The community fund is a total pot of £300,000 over 3 years specifically for access by small community, voluntary and third sector groups. The community fund aims to support a wide range of projects that can show a contribution to one or more of the key objectives within the Police and Crime Plan. The fund is particularly looking to support community groups to deliver a change within their local community and which they believe will have a real impact.

Application information can be downloaded from the OPCC website. A panel will meet to consider bids for funding twice a year. Funding will be awarded on the basis of the expected outcomes that aim to be achieved from a funding award. Grants will be awarded for amounts between £1,000 and £10,000. Priority will be given to applications that can demonstrate benefits in kind through the contribution of volunteers and other fund raising.

The Innovation Fund

The innovation fund is an annual pot of £100,000 that is available to support innovative projects to pilot new ways of working specially aimed at addressing one or more of the key objectives within the Police and Crime Plan. The OPCC will fund initiatives that can clearly demonstrate a positive and measurable impact in assisting the police and local communities and will also consider applications that seek to embed nationally tested initiatives to the Cumbria locality or form a collaborative partnership to deliver a countywide service. Conditions of funding include requirements to evidence outcomes and share learning and priority will be given to applications that can demonstrate benefits in kind through the contribution of volunteers and other fund raising.

Application information can be downloaded from the OPCC website. The OPCC will consider bids for funding once a year.

The Victim's Services Fund

The Commissioner receives a specific ring-fenced Victims Services Grants from the Ministry of Justice to commission a wide range of services for victims. The fund primarily supports collaborative partnership arrangements to transition nationally commissioned services to a regional/local level and establish victim care arrangements which comply with the Victims Code of Practice. The fund also supports arrangements for small grant awards with a specific focus on victim's advocacy and capacity building with the voluntary, community and social enterprise (VCSE) sector.

The Partnership Fund

The key objectives within the Police and Crime Plan can only be delivered by working collaboratively with our public sector partners across health, probation and the local

government sectors. The partnership fund recognises that our partners are uniquely placed through their links to local communities and the services they deliver to act as the lead agency to commission and deliver local services across areas of shared responsibility for victims, witnesses, community safety, crime reduction and antisocial behaviour.

The Commissioning Approach

The OPCC employs a variety of commissioning approaches to ensure the best outcomes can be achieved. This mixed model enables the OPCC to be flexible in how services are delivered and better placed to support a variety of organisations.

The property fund, community fund and innovation fund are all subject to an application process. Each fund is subject to specific terms and conditions that are attached to a grant agreement. For the community and innovation funds a proportion of funding will be payable as the scheme is delivered. The balance of funding will be subject to the receipt of a final report that clearly demonstrates the outcomes and delivery of the project in line with the grant agreement.

The victim's services fund and partnership fund initiatives will be delivered through a mix of commissioning arrangements. Traditional procurement routes in line with the Commissioners' procurement regulations and business code of conduct will be used to procure independently, and in partnership, new preventative services and services for victims that are currently commissioned on a national basis.

The Commissioning Strategy is founded on an outcome/result based approach. It is important that we have measures in place to identify how successful we have been with the activities we have commissioned to achieve our key objectives. This means that each fund will be governed by procurement specifications and terms and conditions that set out clear intentions around what must be achieved but gives providers the freedom to determine how. Identifying and measuring outcomes within funding proposals and bids can be challenging but presents the best way in which the value for money and effectiveness of activity can be assessed. Where practicable, we will include provision for providers to develop their own proposals in relation to evaluation and reporting, assessing their proposed approach as part of the assessment of the funding application.

Over the life of this strategy we will also collate evidence on the effectiveness of different activities and interventions and make these available to support future commissioning of services.

Contact us

If you would like to contact us about any of the detail covered within this strategy, please use the information below.

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