



Peter McCall

Making Cumbria even safer

## Cumbria Office of Police and Crime Commissioner

# Commissioning Strategy 2020

## Introduction



I am very pleased to introduce my Commissioning Strategy for Cumbria for the next year. This document sets out the principles and framework that will be used to commission services that will achieve the objectives of my Police & Crime Plan '*Making Cumbria Even Safer*'.

As Police & Crime Commissioner, I am responsible for setting the strategic direction of policing and reflecting the community safety priorities for Cumbria. I also have responsibility for enhancing the delivery of criminal justice in the area, and for providing support services which help victims to cope with, and recover from, the consequences of crime. My plans for each of these are published in my Police & Crime Plan. This Plan is informed by what the people of Cumbria have told me is important and embraces the views of partner organisations, so we work together to deliver our shared priorities. I am a firm believer that it is not just down to the Police or Police & Crime Commissioners to make our communities safe – we all have a role and responsibility. That is why my Police & Crime Plan is founded on the principle of 'We', not 'They'.

The Covid-19 pandemic continues to bring extraordinary challenges for many and go far beyond anything we have previously experienced. The restrictions put in place by the Government to help reduce the spread of this virus resulted in some democratic processes being delayed, including the scheduled elections for Police & Crime Commissioners in May 2020, which has been postponed until May 2021. In response to this, I have reviewed my Police & Crime Plan, as well as this Strategy, to ensure they remain fit for purpose for an additional period of time. Overall, I am confident that the priorities I have identified are still relevant, however some minor revisions have been made that I have outlined in an supporting Action Plan that sets out the key pieces of work myself, and my office, will deliver for my extended term of office.

In order to achieve these priorities, I need to commission a number of different providers to help them with the delivery of services that will benefit the communities of Cumbria. This Commissioning Strategy provides a clear framework to achieve this as well as ensuring all commissioning decisions are fair, transparent and provide value for money. It also seeks to empower local communities to access funding to tackle crime that concerns them, helping to make Cumbria even safer.

## **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 the needs of communities are met by providing the best possible services, by the best possible organisations, at the best possible cost.

The OPCC can achieve this through either a procurement process or 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 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 reviewing the performance of contracts and providers and evaluating feedback from service users. 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*', which are designed to provide better public outcomes for individuals and communities.

- 1. Understanding the needs of ours 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. By working closely with local partners, we can together tackle problems more effectively and make a real difference to the lives of individuals, families and communities. The Commissioner works with many statutory organisations such as Local Authorities, Probation, Youth Offending Service and the Fire & Rescue Service, and explores opportunities for joint commissioning to delivery services in a holistic and joined up way. The Commissioner chairs the Safer Cumbria Partnership which is the County Strategy Group and Criminal Justice Board for Cumbria, and the Contest Board (providing the strategic direction for delivery of the government's strategy to protect communities from terrorism related activity). Safer Cumbria is the key partnership through which the Commissioner, and his officer, work to deliver the Police & Crime Plan. The Commissioner and partners can make collective decisions and deliver joint solutions that work in Cumbria to achieve their shared outcomes.

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, helping to enhance the quality of life for all.

The Commissioner is committed to the Cumbria Compact, an agreement between the public sector, 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.

## **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 specific funds. Following the outbreak of Covid-19 in March 2020, the Commissioner reviewed and adapted the funds to offer immediate support to providers and community groups during these very uncertain and challenging times.

## **Covid 19 Community Recovery Fund**

The Covid 19 Community Recovery Fund is specifically for local charities, community and voluntary groups within Cumbria. It is to provide immediate short-term financial assistance of up to £5,000 to help them manage the new issues which are arising in light of the coronavirus pandemic and as restrictions ease. Its aim is to help those groups that are struggling to retain their offer of vital support to victims and some of the most vulnerable

members of the community, or who are looking at different ways of working to continue to achieve their aims. The fund is particularly looking to support organisations that can have an impact on the priorities within the Police and Crime Plan.

There is a recommendation that the projects have been discussed with local policing teams, this will enhance applications to this fund. All monies received must be spent in their entirety by 31<sup>st</sup> March 2021.

Application information can be downloaded from the OPCC website. This information pack explains the process and contains the forms that need to be completed to apply for funding. Funding will be awarded on the basis of the expected outcomes that your group aims to achieve from a funding award.

The Commissioner and a decision-making panel will consider applications monthly.

This specific fund will end on the 30<sup>th</sup> September 2020. The Property Fund will then be available for community and voluntary groups to access. This fund was closed due to the Covid-19 pandemic to allow for resources to be allocation to the Covid-19 Community Recovery Fund

## **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.

Through the Property Fund, the Commissioner may on occasion also seek applications from local community and voluntary groups to identify potential projects to target a specific issue such as 'road safety. These opportunities will be published on the OPCC website and promoted through media.

## **The Ministry of Justice Victims' Services Fund**

The Commissioner receives a specific ring-fenced Victims Services Grants from the Ministry of Justice (MOJ) 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 Ministry of Justice Covid-19 Extraordinary Victims' Services Grant**

In 2020, the MoJ also launched the Covid-19 Extraordinary Fund to enable Police & Crime Commissioners to help local organisations supporting victims of domestic abuse and sexual violence to continue providing their vital services. The Commissioner conducted a grant applications process, in line with MoJ guidance, and was awarded an additional £189,000 by the MoJ in July 2020. This is short term funding for organisations up to 31<sup>st</sup> March 2021.

## **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 organisation.

The Covid 19 Community Recovery Fund and the Property Fund are subject to an application process. Each successful bid is managed through specific terms and conditions attached to a grant agreement. For the Covid 19 Community Recovery Fund 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 Ministry of Justice 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 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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