

Commissioning and Grants Strategy 2021-24

Introduction

This strategy has been developed to transparently set out the approach taken by the Office of Police and Crime Commissioner (on behalf of the Police and Crime Commissioner) to award funding to people or organisations in the county. This funding is provided to enable the delivery of the objectives set out in the Police and Crime Plan 2021-24 which are set out below.

TACKLING CRIME & KEEPING COMMUNITIES SAFE

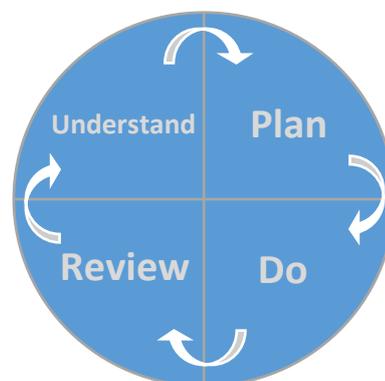
PUTTING COMMUNITIES FIRST	CRIME PREVENTION	SUPPORTING VICTIMS & WITNESSES	ETHICAL POLICING	ROBUST ENFORCEMENT
 <p>We will ensure the police and other partners are listening to the public and working with them to act on their concerns and supporting them to assist themselves. From initial contact, to rural and business crime, anti-social behaviour, hate crime and speeding.</p>	 <p>We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.</p>	 <p>We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them. We will recognise every victim's experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.</p>	 <p>We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously. From how they interact with the public they serve, to environmental sustainability.</p>	 <p>We will ensure the police and other partners such as courts, prosecutors, probation and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.</p>

The strategy has been developed within the broader framework of the 'Financial Regulations for Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners' (including Contract Standing Orders) which was published in May 2020. However, it allows the Commissioner to fulfil the statutory responsibilities placed upon him and be responsive to emerging local, regional and national issues. The approach is underpinned and guided by the key stages of the 'Commissioning Cycle'.

Taking a Commissioning Approach – the Commissioning Cycle

“Commissioning is the process which works out what services are required, now and in the future, to meet the needs of local people, and to ensure that they are planned and delivered in line with local strategies.”

The Commissioning Cycle is a continuous cycle of action and improvement. Its key principles guide the award of all funding from the PCC



Understand Phase – key actions

- We will develop a **clear evidence-base of need** - through local needs assessments, engagement with the public, potential service users and partners and mapping of existing provision to prevent duplication.
- We will clearly set out the **outcomes to be achieved** and consider if a new service is required or whether an existing service could be re-commissioned or enhanced to deliver the same outcomes.
- We will work in **partnership** with other agencies trying to deliver the same outcomes and explore if a **co-commissioning** arrangement with a **pooled budget** could lead to a more joined up service provision and deliver economies of scale.
- We will consider how a new service or provision might be co-dependant on other agencies and will ensure there are **seamless pathways** between them.
- We will ensure all support services for victims of crime are victim-focused and led and responsive to their needs.
- We will support and encourage early intervention and preventative ideas.

Plan Phase – key actions

- We will ensure **equitable countywide provision** of services (unless funding is being awarded to a small area to respond to a bespoke local need).
- Where possible we will provide opportunities for service users, potential providers and partner agencies to **co-design** services or feedback on service specifications and will support innovation.
- We will develop **outcome measures** in consultation with the provider to enable them to show they are meeting the identified need and delivering the required outcomes.
- We will proactively seek to enhance local service provision by leading/ supporting applications to new funding streams.

Do Phase – key actions

- We will support the use of **local suppliers** and recognise the added value provided by local third sector service providers.
- We will adhere to the local Financial Regulations and Contract Standing Orders in cases where multiple providers could deliver a pre-planned for service. This sets out:
 - £0-£5,000 – one written quote
 - £5,000 - £50,000 – three written quotes
 - £50,000 and above – competitive tender
- We will ensure equality of opportunity **by transparently** advertising all open funding opportunities on our website and on the EU Supply Portal where the contract value exceeds £50,000. The funding envelope and quality v cost split will be clearly shown.
- We will hold **Market Engagement** events where they add value.
- We will only use **Single Tender Agreements** - where a single provider has been proven to deliver the best outcomes for the service or where a bid has been developed in partnership.
- We will ensure an independent member sits on all **tender evaluation** panels. Service users will be invited to engage in the process where possible.
- We will endeavour to **award multi-year contracts** recognising that short-term funding destabilises providers and makes it challenging to recruit into posts.

Review Phase (Contract Management) – Actions

- We will ensure outcome reporting is **proportionate** to the size of the funding awarded – as a minimum all recipients will be required to submit a six-monthly monitoring return to demonstrate how the funding is delivering the agreed outcomes.
- We will invite all recipients of funding over £10k to a **six-monthly monitoring** (three monthly for victim services) meeting and maintain two-way dialogue so emerging issues on either side can be flagged and collaboratively addressed before they impact upon the delivery of outcomes.
- We will **listen to, and consider the views** of service users and partners.
- We will support all victim support services to **share learning and best practice** by arranging regular Provider Forums.
- We will **de-commission** services which are shown not to be meeting their outcomes or the needs of service users. This will be done in partnership with the provider and appropriate risk assessments will be carried out.

The four phases are followed in a way which is proportionate to the funding awarded. The OPCC will endeavour to influence the commissioning of co-dependent services to ensure they adhere to the above principles.

How we award funding

Grants and Contracts

Funding is awarded through either a:

- Grant Agreement
- Contract
- Contribution to a co-commissioned contract (sometimes called a collaborative commissioning agreement)
- An invoice

The use of '**grants**' enables the Commissioner to swiftly award funding to providers and to be responsive to emerging issues. Grants are defined as "*contributions to a specific or broad range of activities*" rather than a contractually agreed service specification. However, by taking a 'commissioning approach' we can ensure all funding is made transparently and with due diligence. Specific legislation allows for the Commissioner to award grants.

Contracts are put in place following a formal procurement process and legally binds a provider to delivering an agreed service specification. They are usually awarded for multiple years and can have extensions where this is agreed by the funder and provider.

Contributions can be made to contracts put in place by other agencies and the Police and Crime Commissioner will be named as a **co-commissioner**.

Occasionally goods and services are paid for through **invoices**.

Single Tender Actions can be considered 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:

- 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.
- Where there is a justifiable case to use an existing contractor/supplier to maintain a continuity of supply.

These are subject to scrutiny by the 7F Procurement Team.

Resources

The Commissioner has access to a number of funding streams from which awards can be made which contribute to the delivery of the objectives within the Police and Crime Plan.

The OPCC also acts as 'grant sponsor' on behalf of partnership bids to central government funds and receives the funding. The OPCC staff then have to ensure it is quickly awarded to the recipients named in the bid with the appropriate outcome monitoring and governance in place.

Support Services for Victims and Witnesses of Crime

Ministry of Justice Funding

Police and Crime Commissioners were given responsibility for commissioning support services for victims of crime in 2014 along with an annual grant. An amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 allows for this.

The Commissioner is often invited to bid for additional (primarily short-term funding) awards on behalf of local providers. For example, in 2020/21 enhanced funding was made available to ensure specialist tailored support was in place for victims and survivors of domestic abuse and sexual violence. This uplift continued into 2021/22 and has been awarded based on assessment of local needs.

In Cambridgeshire an integrated model of support services is in place which centres around a Constabulary-led Victim and Witness Hub.

Home Office Funding

Cambridgeshire is one of five areas working in partnership with the Home Office on a three-year pilot (which started April 2019) for local devolution of national funding for support for survivors of sexual violence. This funding is referred to nationally as the Rape Support Fund.

The OPCC is also managing three-year funding (ending March 2023) – awarded through three separate successful bids – for a total of seven Independent Sexual Violence Advocates and five Independent Domestic Violence Advocates.

The Commissioner has successfully bid into three rounds of **Safer Streets Funding**. The OPCC is responsible for monitoring the delivery of outcomes on behalf of the Home Office and ensuring appropriate governance is in place.

Crime and Disorder Reduction Funding

The Commissioner receives a single pot of funding through the main police grant for policing and community safety purposes. From this fund the Commissioner allocates an amount from which to fund crime and disorder reduction awards.

The Police Reform and Social Responsibility Act 2011 states that a Police and Crime Commissioner can provide crime and disorder reduction grants:

- to any person
- for securing, or contributing to securing, crime and disorder reduction
- and can make grants subject to any conditions

Casualty Reduction and Support Reserve – Road Safety

This fund provides resources to deliver the countywide 'Vision Zero Partnership Strategy' which sets out that no human being should be killed or seriously injured as the result of a road collision. Evidence-based bids are discussed at the local partnership board and agreed by all agencies before being brought to the Commissioner for sign off.

The money comes from surplus income from the Cameras, Tickets and Collision Unit and can only be spent on activities which improve the safety on the county's roads.

Youth Fund

The Commissioner operates a fund which aims to support youth groups to support preventative work, promote community engagement and reduce the vulnerability of young people. The fund is open to voluntary and community organisations who can bid for up to £3,000.

The money comes from proceeds of crime and the sale of unclaimed and recovered property under the Police Property Act 1997.

Communities Fund

The Communities Fund has been set up to enable the problem-solving arm of Community Safety Partnerships to quickly and visibly respond to issues of local concern. Small bids will only be accepted from the Problem Solving Co-ordinator. Examples could include funding for days of action, clearing up fly tipping on private land or kick-starting environmental improvements to reduce anti-social behaviour.

The money comes from the Crime and Disorder Reduction Fund.