



## **Commissioning and Grants Strategy 2016-20**

**Updated February 2019**

### **Introduction**

This strategy has been developed to transparently set out the approach taken by the Police and Crime Commissioner to provide funding for local interventions, innovation, projects and victim support services which enable the delivery of the shared outcomes (set out below) of the Police and Crime Plan 2017-20.

- Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support
- Offenders are brought to justice and are less likely to reoffend
- Communities are confident to work in partnership with local agencies when problems arise
- Improved outcomes and savings are delivered through innovation and collaboration

It should be read in conjunction with the Financial Regulations for Cambridgeshire Police and Crime Commissioner (which includes Contract Standing Orders) – updated January 2017.

### **Key principles**

In Cambridgeshire the following key principles will be followed where possible:

- The Commissioner will seek to work in partnership with other agencies to co-commission services to achieve economies of scale and best value
- Resources will be allocated upstream with a focus on prevention and early intervention to reduce demand
- All funded provision will be required to have seamless pathways into other linked services to ensure a holistic approach is taken to support people with complex needs
- Support services for victims will be victim-focused
- Services will be commissioned countywide to ensure equitable access to provision using an industrialisation approach

- 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 process to award and monitor funding allocations will be proportionate to the value of the service
- Locally-based third sector service providers will be valued and given opportunities to co-design service provision
- The OPCC will proactively seek to enhance service provision by applying, in partnership, to new funding streams.

The OPCC will endeavour to influence the commissioning of co-dependent services to ensure they adhere to the above principles.

## **Background**

### **Ministry of Justice Victims' Services Grant**

Police and Crime Commissioners were given responsibility for commissioning support services for victims of crime in 2014. An amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 allowed PCCs to commission such services. In Cambridgeshire an integrated model of support services is in place which centres around a Constabulary-led Victim and Witness Hub.

Cambridgeshire is one of five areas working in partnership with the Ministry of Justice on a three-year pilot (starting April 2019) for local devolution of national funding for support for survivors of sexual violence.

- In Cambridgeshire the current budget and list of funding awards is available on the website. Awards are made in response to evidence-based need identified through local partnership arrangements therefore there is no open bidding process.

### **Crime and Disorder Reduction Grants**

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 award crime and disorder reduction grants.

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

Funding will be awarded to mainstream organisations to work together to reduce demand and collectively manage community safety risks. Funding will not be awarded for small unsustainable project work. Priority will be given to investment in work to tackle cross cutting themes as identified in the community safety Partnership Matrix.

- In Cambridgeshire the current budget and list of funding awards is available on the website. Awards are made in response to evidence-based need identified through local partnership arrangements therefore there is no open bidding process.

### **Youth and Community Fund**

The Commissioner operates a fund which aims to support youth and community 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.

- Details of how to apply are on the website.

### **Casualty Support and Reduction Fund**

Grants are awarded to reduce the number of people killed and seriously injured on the county's roads. This fund supports the work of the Cambridgeshire and Peterborough Road Safety Partnership.

### **Process of allocating funding**

The Commissioner uses a mixed model of grants and commissioning approaches to allocate funds to providers.

### **Grants**

A grant is a contribution to a specific or broad range of activities rather than a contractually agreed service specification. This allows a greater degree of flexibility and gives the recipient the ability to innovate in response to community needs. No contract is in place so recipients cannot be performance managed. However in Cambridgeshire the Commissioner is keen to provide the public with transparency around all funding awards. Therefore all grant recipients will be invited to work with the OPCC to develop agreed delivery activity to achieve the outcomes.

### **What is Commissioning?**

This is simply the process for deciding how to use resources available to improve outcomes in the most efficient, effective, equitable and sustainable way which responds to local needs.

### **Key Principles of Commissioning**

Cambridgeshire uses the 'Understand, Plan, Do, Review' commissioning cycle which is a continuous cycle of action and improvement. The following principles will guide commissioning within each of the stages:

## 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 what outcomes should be achieved and the existing service provision to ensure a new service does not duplicate effort. Sometimes re-commissioning or bolstering an existing service can deliver the intended outcomes.
- **Partnership working** – while the Police and Crime Plan provides the overarching framework for local commissioning it is important that the strategic direction of key partners is taken into account.
- **Seamless pathways** – very 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.
- **Budget** – is other funding available? Could a pooled budget arrangement lead to a more joined up service provision and deliver economies of scale?

## Plan

- **Equitable countywide service provision** – services must be accessible across the entire county area unless the service being funded is developing a proof of concept (pilot) or responding to a bespoke locally identified need.
- **Co-commissioning**- this requires more planning time to ensure all funding partners are equally involved. The use of pooled budgets can enable a more comprehensive service provision and reduce the burden on providers of multiple outcome reporting arrangements. This can be done within the county or across boundaries where it will benefit service users.
- **Co-design** and engagement with service users, providers and partners will be at the heart of service design in Cambridgeshire.
- **Developing outcome measures** – these 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 which will include the use of three quotes and competitive tendering.
- **Transparency** - all tenders will be posted on the national Bluelight eTendering site. The funding envelope and quality v cost split will be clearly shown.
- **Market Engagement** days will be held they will 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
- **Single Tender Agreement** - where a single provider has been proven to deliver the best outcomes for the service user a single tender agreement will be applied for. (See below)

- **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. A five point scoring system of method statements will be used which is available on the website.
- **Timeframes** - contracts can be awarded with a range of options 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 / Contract Management

- **Contract Management** - the Commissioner has committed to ensure 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.
- **Outcome reporting forms** will be required to be completed by all service providers on a six-monthly basis. 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. Providers must be able to evidence the impact through for example the use of outcome stars or other proportionate qualitative evaluation methodology.
- **Support from OPCC** – all service providers will be invited to three-monthly face to face meetings. This could be with a members of staff from the Commissioner's office, the Commissioner or Deputy Commissioner and may involve a visit to the service. This is to ensure a two-way dialogue is maintained throughout the term of the contract and ensures emerging issues on either side can be flagged and collaboratively addressed before they impact upon the delivery of outcomes.
- **Service user feedback / dip sampling of service provision** will be taken into account during the life of the contract.
- **Provider Forums (victim services)** will be held to enable both services funded by the Commissioner and similar services to share learning and best practice to ensure a victim first approach is followed.
- **De-commissioning** – where services are shown not to be meeting their outcomes support will be offered. However in some cases, such as pilots, where a decision is taken that it is not viable to continue a service will be de-commissioned. This will be done in partnership with the provider and risk assessments will be carried out.

### Single Tender Action (STA)

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:

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

STA's are signed off by the Police and Crime Commissioner's Chief Finance Officer.