

**Office of the Police & Crime Commissioner for Dorset**

# **Commissioning Strategy 2017 - 2021**

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# **Office of the Police & Crime Commissioner**

## **Commissioning Strategy**

2017 – 2021

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## **Introduction**

This document outlines the Police and Crime Commissioner's approach to the commissioning of products and/or services, in support of the key objectives set out in the Police and Crime Plan 2017-2021.

## **Vision**

The current Police and Crime Plan has four pillars:



The Office of the Police and Crime Commissioner (OPCC) will support the Police and Crime Commissioner (PCC) to engage and work closely with both statutory partners and voluntary sector providers to commission services in delivering against these four pillars.

By engaging with statutory partners and voluntary sector providers we can draw upon a wealth of knowledge and expertise to ensure any and commissioned services are led by the appropriate agency, are 'fit for purpose', 'economically advantageous' and ultimately beneficial for people living, working or visiting Dorset.

It is apparent that not all services can be delivered 'in-house' or solely by statutory partners; so the OPCC, where appropriate, will commission external providers to deliver a service. To ensure the OPCC is commissioning services in a fair and transparent manner, all services will be subject to the OPCC Financial Regulations and Public Contract Regulations 2015.

As the voice of local people in policing, the PCC aims to ensure that policing remains dynamic and responsive to communities it serves, supporting the policing by consent model that operates in the UK. This is achieved through various methods to inform, consult and inform residents of Dorset, including public consultation, online web chats, community meetings, surgeries and conferences. This is led by the PCC's Communications Team through the Communications Strategy.

The OPCC will take a needs analysis approach to commissioning in an attempt to 'plug' any current gaps in services to support key Police and Crime Plan objectives.

## **Purpose**

This strategy is to be used as a guide for the PCC's commissioning activities and to ensure that all products and services commissioned are appropriate, fit for purpose and economically advantageous.

The purpose of this document is to set out; the standards required for all commissioning activities, appropriate legislation to be adhere to (complied with), and the requirement of partnership working.

## **Section 1 – Background, Legislation, and Commissioning Overview**

### **Background**

Historically the PCC has inherited certain agreements which he has continued to commission, with other newer services generally commissioned following an approach to the PCC requesting funding and support.

More recently, the PCC has sought to adopt a ‘needs analysis’ approach to commissioning whereby the OPCC is actively engaging with statutory partners and voluntary sector organisations to identify gaps in services, and/or augment current services to the benefit to those living and working in Dorset.

### **Legislation**

#### **Grant Giving**

When first introduced, the PCC’s commissioning activity was carried out in accordance with the Police Reform and Social Responsibility Act 2011, Section 9. Crime and disorder reduction grants, which stipulated;

1. *The elected local policing body for a police area may make a crime and disorder reduction grant to any person.*
2. *A crime and disorder reduction grant is a grant which, in the opinion of the elected local policing body, will secure, or contribute to securing, crime and disorder reduction in the body’s area.*
3. *The elected local policing body may make a crime and disorder reduction grant subject to any conditions (including conditions as to repayment) which the body thinks appropriate.*

This schedule of the Police Reform and Social Responsibility Act was subsequently repealed and replaced by Section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014, which stipulates;

1. *A local policing body may provide or arrange for the provision of;*
  - a. *services that in the opinion of the local policing body will secure, or contribute to securing, crime and disorder reduction in the body’s area;*
  - b. *services that are intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;*
  - c. *services of a description specified in an order made by the Secretary of State.*
2. *An order under subsection (1)(c) may make different provision for different areas.*
3. *A local policing body arranging for the provision of services under this section may make grants in connection with the arrangements.*

This legislation offers the PCC the ability to commission services and award grants which contribute to crime and disorder reduction in Dorset.

## **Public Contracts Regulations 2015**

The overriding procurement policy requirement is that all public procurement must be based on value for money, defined as “the best mix of quality and effectiveness for the least outlay over the period of use of the goods or services bought”. This should be achieved through competition, unless there are compelling reasons to the contrary.

Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations. As part of its strategy, the government aligns procurement policies with this legal framework, as well as with its wider policy objectives.

The OPCC will ensure that it complies with all relevant legislative requirements in carrying out its commissioning activity.

## **Commissioning Overview**

The OPCC commissioning activities will follow the following process:

<b>Strategic Planning</b>	
<b>Gap Analysis &amp; Needs Assessment</b>	OPCC staff to analyse areas where there is a potential gap in services and carry out a needs assesment on the area of interest.
<b>Review of Current Resources</b>	Identify current services available and analyse their current capacity and outcomes to determine their capabilities and limitations.
<b>Review of Priorities / Strategy</b>	Does this service meet our priorities/strategy, who's responsibility is it to deliver this service.
<b>Engagement and Consultation</b>	Engage with stakeholders and consult with affected parties regarding delivery and potential impact(s).
<b>Commissioning / Procuring Services</b>	
<b>Market Analysis</b>	Carry out market analysis in relation to the identified service to understand the market landscape and appetite to bid for such service. Carry out Engagement meetings and supplier open days.
<b>Design of Service Specification</b>	Working with stakeholders and experts to understand the specific requirements of the service and design a robust service specification.
<b>Tendering, Evaluation &amp; Award</b>	Adhering to OPCC standing orders and Public Contract Regulations, carry out an open and transparent tender process; Carry out evaluations, and award the most economically advantageous tender.
<b>Monitoring and Evaluation</b>	
<b>Strategic Monitoring and Review</b>	Carry out ongoing strategic monitoring of the commissioned service to ensure the service is delivering the desired outcomes.
<b>Stakeholder Views and Feedback</b>	Obtain the views and opinions of partner agencies and gain feedback from service users (where appropriate).
<b>Strategic Analysis</b>	In the final 12-18 months of the contracted service period carry out a strategic review to assess the outcomes delivered against the objectives set out; i.e. Did the solution meet the need, lessons learned, what could be done better, did it deliver good value for money. Next steps – Retender, extend current agreement, re-design.

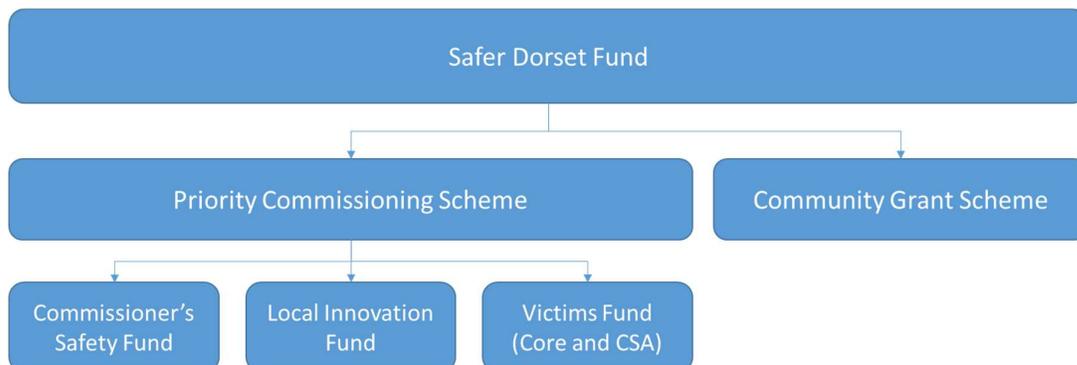
## Section 2 – Commissioning Objectives

- 1. Commission services in line with the Police and Crime Plan**  
Supporting projects which contribute towards; crime reduction, reducing re-offending, improving public safety, supporting victims and witnesses, increase efficiency and effectiveness.
- 2. Work with partners to provide more effective services**  
The OPCC realises that it does not have the monopoly on good ideas and solutions, so we actively seek to co-commission services to gain expertise and reduce the financial burden to one organisation, whilst offering a **whole system / wider service** approach to service users.
- 3. Commissioning of services which offer best value for money**  
Commission services which provide the best possible service within the budget whilst monitoring the outcomes to ensure the service is fit for purpose.
- 4. Influencing Decision-makers**  
Influence decision-makers in other organisations to provide/commission services to achieve outcomes.
- 5. Problem Solving Approach**  
Seek to work with partners and key stakeholders to identify solutions to shared problems and concerns.
- 6. Transparency**  
The OPCC is committed to carrying out all its commissioning activities in an open and transparent manor, whilst ensuring compliance with relevant legislation.

## Section 3 – Commissioning Budgets & Approaches to Commissioning

### Commissioning Budgets;

The resources available to the PCC to commission services are accessed through a variety of government funding streams, which include; recurrent grants from government agencies, internal budget allocation, and PCC reserves. The sum of these funding streams constitutes the Safer Dorset Fund (SDF).



Whilst the PCC's commissioning budget is set each year, a section of the budget spend is pre-determined due to existing contracts and service level agreements which cover multiple years.

### **Commissioner's Safety Fund**

This fund is set up to fund all long term contracts and grant agreements, which run for two or more years. The funding allocation to this budget is set by the anticipated expenditure from ongoing projects.

The OPCC commissioning team review all ongoing budgets prior to the start of the financial year to establish the expected spend and report this figure to senior management for approval.

### **Local Innovation Fund**

This fund is set up to support new and innovative projects in Dorset which deliver outcomes in support of the Police and Crime Plan priorities.

This budget is set following a review by the OPCC Policy and Commissioning Team of potential projects based on three factors;

- a. Likelihood of successful delivery
- b. Priority basis
- c. Assessment of need

Projects which are prioritised for delivery following assessment will be allocated a budget allowance based on anticipated spend to achieve successful delivery.

### **Police Property Act**

This fund is made up from money received by the Police from the sale of found property and property confiscated by order of the court and subsequently sold. It is estimated that this fund generates on average £12,000 per annum, which is used to support the PCC's Community Grant Scheme.

### **Victims Fund**

In 2014 the Ministry of Justice (MoJ) devolved funding for Victims Services to Police and Crime Commissioners across England and Wales. This funding is to be specifically spent on services that support victims of crime. This funding is separated into two separate aspects; the Core Victims fund for commissioning services to victims of all crime, and Child Sexual Abuse fund, ring-fenced for the commissioning of services to support victims of child sexual abuse. The MoJ set the budget allocation for each of these areas, currently set out as follows:

- Core Victims Fund - approximately 93% of the overall budget.
- Child Sexual Abuse - approximately 7% of the overall budget.

This fund is allocated annually, which makes long-term budget commitments difficult, but is managed through robust terms and conditions.

## **Other Grant Funding**

From time to time Government Organisations publish funding opportunities for statutory partners to apply for. Police and Crime Commissioners have the ability to apply for these grants. If successful, these funding sources allow PCCs to carry out specific project work which they would not be able to financially support.

For example, the PCC has previously been successful in an application to the Home Office Police Transformation Fund for scoping the feasibility of a Complainant Advocate to provide enhanced support for vulnerable complainants through the court process.

## **Approaches to Commissioning;**

Commissioning is a high priority to the PCC and there are several approaches to commissioning services utilised in an attempt to ensure the greatest coverage of services and funding is provided across Dorset.

### **The Safer Dorset Fund – Priority Commissioning Scheme**

This scheme is has been established to scope and commission projects in areas of need where gaps in service provision have been identified.

The OPCC Policy and Commissioning Team actively engage with partner agencies to identify potential gaps in service provision, work to find appropriate and sustainable solutions and commission suitable organisations or partners to provide the services.

### **The Safer Dorset Fund – Community Grant Scheme**

The Community Grant Scheme was established as a funding source for voluntary and community sector organisations, and can apply for grants between £100 and £3,000 to deliver projects that meet one or more of the Police and Crime Plan priorities.

This scheme utilises funds accumulated under the Police Property Act, which is estimated to generate £12,000 per annum. In the event more funding is required the PCC can allocate additional funding to support this scheme.

The scheme is managed through a robust application and evaluation process to ensure the project meets the required criteria set out in the terms and conditions.

[PCC Community Grant Scheme Details](#)

## **One-Off Grant Making**

On occasion partner agencies and external organisations make approaches to the PCC and/or members of the team with a business case seeking funding for a potential service provision.

All approaches are passed to the OPCC Commissioning Manager for follow-up and further development. If of interest and relevance to the OPCC the applying organisation is asked to complete a Proposal Form detailing the specific details of their service, cost to the PCC and the outcomes that will be delivered.

This is then assessed by the OPCC Commissioning Manager and, a recommendation submitted to the PCC and Senior Management Team for final decision.

## Non-Financial Commissioning

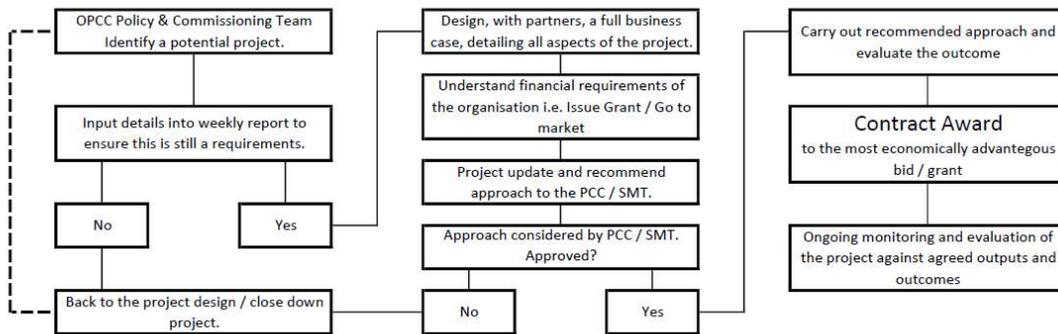
This is done through partnership working, influencing decision-makers, offering political support, and challenging statutory responsibilities. The aim is to support partner agencies through their own commissioning processes to achieve mutually beneficial outcomes.

## Standards of Commissioning

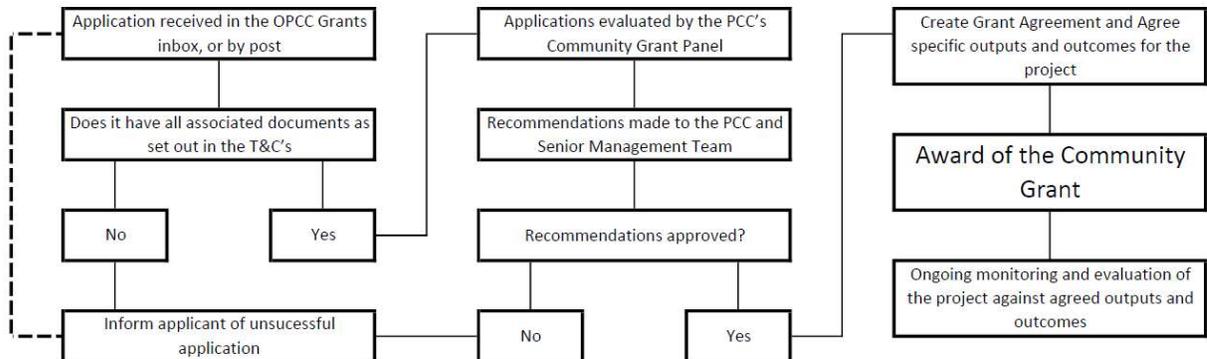
All commissioned services are subject to UK Law must comply with the [OPCC Code of Corporate Governance](#) and Public Contract Regulations 2015.

## Process Maps

### Priority Commissioning Scheme



### Community Grant Scheme



## **Section 4 – Outcome Monitoring & Performance Management**

### **Service Specification**

All commissioned services are to have a clear service specification which is to be designed and agreed prior to implementation/tender.

This specification should detail the requirements of the standards of delivery imposed on the service provider. This should cover areas such as; timeliness of delivery, standards of delivery, how the service is to be delivered, who the service should be delivered to.

When done properly this can be used to ensure the service provider is working to the agreed standards.

### **Performance Management**

The performance of all commissioned services are to be monitored using Key Performance Indicators (KPI's) which are to be designed as a part of the service specification and should include a minimum of;

- Number of beneficiaries / clients
- Crime / Offence Type (if applicable)
- Client Details (Gender, Age, Learning Difficulties, Ethnicity)
- Vulnerability
- Intervention Type
- Referrals (to and from other agencies)
- Location of Offence (if applicable)

In addition to the above, further KPIs should be developed to monitor specific project objectives and outcomes.

For projects funded from other funding sources, such as the Home Office or MOJ, the Grant Terms specify what information needs to be recorded. The Grant Terms will be adhered to, to ensure compliance with the Grant and retention of the grant funds.

### **Reporting to the Police and Crime Panel**

KPI's are to be collected from each of the commissioned services and collated into key areas for reporting to the Police and Crime Panel. These areas are;

- Sexual Violence
- Domestic Violence
- Restorative Justice
- Prevention Activities
- Offender Management
- Drugs and Alcohol
- Mental Health

## Section 5 – Partnership Working

The PCC realises that not all services can be delivered by one organisation effectively or efficiently, therefore the OPCC is committed to working with both statutory and voluntary sector partners to attempt to provide the best possible services to Dorset's Residents.

### Key Partners & Responsibilities

Organisation	Areas of Combined Interest
Dorset Police	<ul style="list-style-type: none"> <li>• Crime and Disorder</li> <li>• Criminal Justice</li> <li>• Reduce Reoffending</li> <li>• Education</li> <li>• Youth Offending</li> <li>• Looked After Children</li> <li>• Support Victims of Crime</li> <li>• Domestic Abuse</li> <li>• Sexual Assault</li> <li>• Safeguarding</li> <li>• Homelessness</li> </ul>
Bournemouth, Christchurch & Poole (BCP) Council	<ul style="list-style-type: none"> <li>• Missing Children</li> <li>• Restorative Justice</li> <li>• Sexual Abuse</li> <li>• Mental Health</li> <li>• Appropriate Adults</li> <li>• Looked After Children</li> <li>• Homelessness</li> <li>• Safeguarding</li> <li>• Drug and Alcohol Services</li> <li>• Domestic Abuse</li> <li>• Crime and Disorder</li> </ul>
Dorset Council	<ul style="list-style-type: none"> <li>• Missing Children</li> <li>• Restorative Justice</li> <li>• Sexual Abuse</li> <li>• Mental Health</li> <li>• Appropriate Adults</li> <li>• Looked After Children</li> <li>• Homelessness</li> <li>• Safeguarding</li> <li>• Drug and Alcohol Services</li> <li>• Domestic Abuse</li> <li>• Crime and Disorder</li> </ul>
NHS England	<ul style="list-style-type: none"> <li>• Healthcare</li> <li>• Sexual Violence</li> <li>• Mental Health</li> </ul>
Public Health Dorset	<ul style="list-style-type: none"> <li>• Drug and Alcohol Services</li> </ul>
Dorset Youth Offending Service	<ul style="list-style-type: none"> <li>• Youth Offending</li> <li>• Reduce Reoffending</li> <li>• Restorative Justice</li> </ul>
National Probation Service; Dorset, Devon & Cornwall Community Rehabilitation Company	<ul style="list-style-type: none"> <li>• Offender Management</li> <li>• Reduce Reoffending</li> <li>• Behaviour Changing</li> </ul>
Dorset Clinical Commissioning Group	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• Looked After Children</li> <li>• Domestic Abuse</li> <li>• Crime and Disorder</li> </ul>
VCSE	<ul style="list-style-type: none"> <li>• Various subject areas</li> </ul>

Examples of partnership working;

- Dorset SARC – This is a long running contract commissioned in partnership with NHS England for an external supplier to provide emotional support and forensic evidence collection for victims of sexual assault.
- Restorative Dorset – Set up in 2017 to deliver restorative interventions and mediation for low level crime whereas the offender is known. This pan-Dorset service has been delivered by and in partnership with Borough of Poole Council (now BCP Council)

- The Maple Project (High Risk Domestic Violence) – In 2015 Dorset Police was commissioned to deliver a dedicated support service to high-risk victims of domestic abuse. This service has been commissioned on an ongoing basis subject to ongoing funding.

### **Partnership Groups/Boards**

As part of the partnership working environment in Dorset, the OPCC staff are members of numerous partnership groups/boards which meet regularly to discuss common service areas of interest to ensure; collaborative working relationships and services (where appropriate), sharing of data and intelligence, and best practice.

### **Responsibilities of the OPCC**

Members of the OPCC will actively engage with the partners during every commissioning process to ensure the appropriate organisations are consulted with, expertise is sought, understanding of potential conflicts and/or overlapping of services. This engagement can either be through already established working groups or individual contact made.

This approach ensures that any commissioned service is delivered to its full potential and by the most appropriate time.

## Section 8 – Governance

### Review and Version Control

The Commissioning Strategy shall be reviewed on an annual basis to ensure it meets the needs of the Police and Crime Plan.

If there are any changes to legislation that affect the working practices of the OPCC or content of this document it is to be amended at the earliest opportunity.

### Sign Off

This document is to be signed off by;

- The Police and Crime Commissioner,
- Chief Executive,
- Chief Finance Officer,
- Director of Operations.

Any variations to this document must be shared with the parties detailed above and signed off by the PCC and one other party to take effect.

### Authorisation

Version No: 1	Name	Signature	Date
<b>Prepared:</b>	Lewis Gool		
<b>Quality assured:</b>	Jason Mumford		
This document is authorised by;			
<b>The Police and Crime Commissioner:</b>	Martyn Underhill		
<b>Chief Executive:</b>	Simon Bullock		
<b>Chief Finance Officer:</b>	Julie Strange		
<b>Director of Operations:</b>	Adam Harrold		