



PCC COMMISSIONING STRATEGY 2017-2021

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Foreword

As Police and Crime Commissioner (PCC) I am responsible for setting the direction of policing and community safety for Wiltshire and Swindon. I have set this out in my Police and Crime Plan 2017-2021 and identified four priorities to be delivered. These are:

- Prevent crime and keep people safe
- Protect the most vulnerable people in society
- Put victims, witnesses and communities at the heart of everything we do
- Secure a quality service that is trusted and efficient

In order to achieve these priorities, I need to commission various service providers to help me with the delivery of goods and services. I want service providers to gain a real insight into how their services are received; I want to gather ideas on how services can be improved, outcomes bettered, and failings tackled. If services are not benefiting the people of Wiltshire and Swindon then I need to understand why and how these can be improved. I always welcome the view of the public, service users, and professionals, and would encourage you to submit your views or experiences of the services commissioned by me.

The challenge of austerity and the need to use every pound wisely requires me to get the best service I can with limited resources. This may mean that as well as commissioning services, there will be occasions where I decommission services. This could be because the service is no longer required, can be delivered more efficiently and effectively by another provider, more effective alternatives are available, or funding is simply no longer required or available.

This Commissioning Strategy sets out the principles and framework that I, and my office, will use to commission services. It provides information on the different funds which are available and their parameters, the performance reporting regime that funding recipients will be required to meet, and how and when services may be decommissioned. All decisions will be taken in an open and transparent manner and published on my website. I will publish an annual report reviewing the different funding streams and this too will be published on my website.

I will not automatically defer to my statutory partners to assist with the delivery of services. I value the role that the voluntary and community sector plays in our local communities and how they can help make them safer. They often provide services tailored to meet specific needs and individuals. I want to ensure that we maximise this potential by supporting the voluntary and community sector as much as possible to develop solutions in line with my Plan.

It is through a combination of grassroots projects, locally tailored services, and working with Wiltshire Police and partners that I will deliver the Plan and ensure that Wiltshire continues to be one of the safest places in the country.

A handwritten signature in black ink that reads "Angus". The signature is written in a cursive style with a long horizontal stroke extending to the right from the end of the word.

Angus Macpherson
Police and Crime Commissioner
For Wiltshire and Swindon

Commissioning Principles

The commissioning framework (as detailed on the next page) is built on a set of principles. These principles are:

- responsive to the legitimate demands and aspirations of local communities;
- help deliver the PCC's Plan; and
- contribute towards an effective and efficient police service

The ten principles set out how the PCC will manage the commissioning process either as a sole commissioner of goods and services, or in any collaborative or joint arrangements with partners. The PCC will:

1. undertake the responsibility of commissioning when there is a clear need or sole responsibility of the PCC
2. have the information, external support and professional judgement to get a holistic understanding of need
3. engage with provider organisations, including those from the voluntary and community sector and other local experts to understand and plan future services
4. commission services to deliver the Plan and put the outcomes for victims, witnesses and local communities at the heart of everything we do
5. commission specific services rather than providers of service
6. as a preferred route, work with existing structures and organisations, where they exist and are effective and efficient, to commission goods and services
7. work with other commissioners to develop, integrate and join up approaches that deliver the best possible outcomes more efficiently
8. ensure all commissioned services have clear planned outcomes, where possible, and approaches are proportionate
9. use performance management systems that monitors and improves outcomes and correctly challenges poor performance whilst avoiding perverse behaviours; feedback from victims, communities and stakeholders will be incorporated into these assessments
10. ensure commissioning is conducted in a legal, transparent, fair, and proportionate way that encourages and facilitates the involvement of a diverse range of providers

Commissioning Framework

Commissioning Process

Commissioning in the public sector has been developed and refined to deliver more innovative, efficient and higher quality goods and services. The PCC wants to ensure that this continues to be the case and that the communities of Wiltshire and Swindon continue to receive services that are effective and make efficient use of the funding available to the PCC.

Central to the process of commissioning is the understanding of need and demand from the people who use the services. This understanding guides the planning about the type of services required, what those services need to deliver, and how those services should be purchased. To complete the process, service users provide information and feedback about how well the service is performing. This process is continuous as the needs and priorities of communities change. The commissioning elements are 'live' stages and often develop together. This whole process is known as the 'commissioning cycle' (Figure 1).



Figure 1: The Commissioning Cycle

Funding Streams

A central part of the role of the PCC is to ensure that the people of Wiltshire and Swindon have effective and efficient policing and community safety services. The PCC receives all funding in relation to policing. These funds are used to meet the strategic policing requirement (as set by the Home Secretary) and provide national, regional and local policing services to protect the people of Wiltshire and Swindon. The main funding streams for the PCC are:

- the Wiltshire allocation from central government;
- the local policing precept; and
- income from other sources

More information on these funding streams can be found in the PCCs budget which is available on the PCC's website.

Allocation of Resources

The three main areas that receive funding for the purpose of policing and community safety are detailed below.

Effective and Efficient Police Service for Wiltshire

The Chief Constable provides the PCC with professional advice on the threats, risk and harm to Wiltshire and Swindon and what is required to meet the direction and priorities as set out in the PCC's Police and Crime Plan. A budget is then allocated to the Chief Constable based on the information provided. The Chief Constable is held to account for the delivery of an effective and efficient police service by the PCC through an integrated performance process. The details of the governance arrangements and decision making are set out in the Scheme of Governance which is available on the PCC's website.

Collaborations with other PCCs and Police Forces

These collaborations are services where PCCs and Chief Constables have entered into legal collaboration agreements to receive the same service that is more effectively and efficiently delivered across more than one policing area. PCCs hold Chief Constables to account through regional strategic boards. PCCs are still responsible for the services provided to their community whilst Chief Constables are responsible for their own police officers and police staff.

PCC Commissioning

The Commissioner determines the level of funding for commissioning services. This currently takes the form of the Community Safety Fund, and a Victims Fund (wholly provided by the Ministry of Justice). These funds are used by the PCC to commission specific services that are delivered outside of the police, to meet the priorities set out in his Police and Crime Plan. These services could be commissioned solely by the PCC or jointly with other partners such as local authorities, Fire and Rescue Services. The PCC holds the Chief Executive, the Chief Finance Officer, and staff of the Office of Police and Crime Commissioner to account through regular meetings of the Commissioner's Monitoring Board and the Commissioning and Policy Group.

The PCC's Community Action Fund is available to those organisations from the community and voluntary sector only for projects that help the PCC meet the priorities set out in his plan. Funding is allocated via an application process with the PCC considering each application against set criteria.

Further information on the PCC's Community Fund and current commissioning arrangements can be found on the website.

Governance and Performance Monitoring of Commissioned Services

All commissioned services regardless of whether they are a collaboration with another Force or a localised service delivered by a voluntary organisation will be required to demonstrate how the funding provided by the PCC is making a difference and how it is adding value to the service provided to the Wiltshire and Swindon public.

The mechanisms for this governance will vary depending on the length and type of service provided. A standard but flexible approach will be taken wherever possible to ensure the reporting governing mechanisms are proportionate to the service provided and the funding amount. Some of the methods that may be used include reports to the Commissioner's Monitoring Board, presentations to the PCC's Commissioning and Policy meeting, and attendance at partnership boards such as the Wiltshire Strategic Board or One Swindon.

The PCC will publish this information as part of his progress and annual report.

Decommissioning of Services

As goods and services are commissioned, embedded into daily activity and improvements demonstrated, new services or a change of provider may be required. On some occasions the PCC may provide some funding for innovative ideas. Part of the agreement to fund these ideas will be to achieve a more permanent funding source. Where necessary, the PCC will reduce services or decommission services that are no longer needed. This ensures that finite resources are directed to the most effective services and aligned to the PCC's Plan. Before taking such a decision the PCC will consider all the information that is available to him, including the last governance and performance monitoring report. Decisions will be always be taken in an open and transparent manner and published on the website.

Commissioning Mechanisms

The four primary commissioning mechanisms that will be used are:

- Commissioned and Contracted Services
- Any Qualified Provider
- Partnerships Agreements
- Grants

A decision on the most appropriate mechanism for commissioning a service will be taken as part of the commissioning process but will include assessing the benefits, restrictions and legal requirements for both the PCC and the provider. The method chosen will be informed by the Commissioning Principles, service requirements and what is right for Wiltshire and Swindon. Further information on the commissioning mechanisms can be found below.

Commissioned and Contracted Services

The PCC will enter into a contract with providers for goods and services. This will involve testing the market in some form, agreement to a service specification, and then entering into a contractual relationship to meet those requirements. There are a range of approaches that could be used and these will be proportionate to a number of factors including the value of the contract, length of contract, procurement frameworks that are available.

This mechanism provides the greatest level of control for the PCC to ensure that the goods and services provided are the most effective at the most competitive price and help deliver the priorities within the Plan.

It is recognised, however, that the associated costs for using this delivery method are higher. It takes longer to establish the contract and requires significant input to ensure the benefits are maximised.

As such commissioned and contracted services will:

- Be used proportionately within the public sector legislation and the contract value
- Explore all alternative rates and procurement whenever possible
- Identify the required commissioning resources to meet the principles in the Commissioning Strategy and be an effective commissioner of goods and services

Any Qualified Provider

This method sets out 'quality qualification criteria' for providers in service areas who demonstrate they are qualified. These 'qualified providers' are then able given access to possible work but this is dependent on choice.

For example victim support organisations are accredited to provide service to victims of crime. The volume and type of support required is dependent on the individual's needs and support plan.

This mechanism has been adopted by some PCCs to provide increased choice for victims of crime and provide them with the widest access to support services they wish to receive rather than a prescribed provider.

This mechanism would need to be carefully considered as it requires

- Services that can be provided in set 'units' (a course, a visit, an intervention)
- The PCC needs to ensure the accreditation process is robust and mitigates risk
- The demand, use and cost is managed closely to ensure value for money
- The individual choosing the provider is supported to make choices that meet their bespoke needs.

Partnership Agreements

The PCC will enter into partnership arrangements with other public sector organisations to jointly obtain services; either directly as a joint commissioner or as a contributor to a joint funding arrangement.

Each partnership agreement will set out the PCC role, the necessary governance arrangements and the service requirements.

Partnership agreements will:

- Only be used with other public sector organisations
- Be used for all public sector organisation arrangements regardless of financial value
- Have proportionate governance in place to ensure delivery of police and crime plan priorities and the management of risk
- Work within the parameters of this strategy and meet the needs of the PCC

Grants

The PCC is able to issue grant to reduce crime and disorder that supports the delivery of his Police and Crime Plan. Grants will be designed for small scale work where a project, service or action can be delivered quickly. In these circumstances, simple agreements will be issued that outline the specific conditions with regard to use of the grant. Where appropriate service providers will be required to provide performance data and progress reports. Requests for reports on how the PCC grant has helped the communities of Wiltshire and Swindon will be proportionate to the service provided.

Grants will be used, but not limited to, the following circumstances:

- To provide one-off funding arrangements
- Where the application for funding meets a clear objective in PCC's Police and Crime Plan
- Predominately used to support community and voluntary groups where formal contracts are unsuitable and not appropriate

Commissioning Allocations

The commissioning allocation is broken down as detailed below. The amounts will vary each year and the funding recipients are subject to change.

Grant to the Chief Constable

This is the money allocated to the Chief Constable to provide an effective and efficient police service for Wiltshire. The detail for this grant is provided within the Medium Term Financial Strategy and Budget Book, both of which are available online.

Regional Collaborations

This is the money allocated to collaborative arrangements with other police organisations to provide an effective and efficient police service for Wiltshire. The detail for this grant is provided within the Medium Term Financial Strategy and Budget Book, both of which are available online.

Victims Fund

This ring fenced fund is provided by the Ministry of Justice to commission support services for victims of crime, deliver more restorative justice, and provision of specialist services for victims of sexual offences.

Community Safety Fund

This fund enables the Commissioner to commission services that will deliver his police and crime plan, improve community safety, and work with partners.

PCC Community Fund

This is a small allocation of funds available to voluntary and community sector organisations who will help to deliver the objectives set in the PCC's Plan. The total amount available will be based on unallocated underspends and be strictly one-off grants. Further information on the PCC Community Fund is available on the PCC website.

Police Property Act Fund

The PCC works with the Wiltshire Community Foundation to administer the Police Property Act Fund. Communities and groups can apply for small grants that seek to bring communities together to tackle local issues improving trust and understanding. Projects which offer a new or innovative approach are welcomed to apply for this fund. Funding is available for one year only, and the maximum grant is £3,000. Further information is available on the Wiltshire Community Foundation website (www.wiltshirecf.org.uk) where it is known as the Office of Police and Crime Commissioner Grant.