



POLICE & CRIME
COMMISSIONER
for Leicestershire

Prevention | Partnership | Protection

Appendix 1

Commissioning Framework

2018-2021

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Foreword

As your Police and Crime Commissioner I am pleased to have responsibility for several key areas of service delivery. These include the provision of an efficient and effective police service in Leicester, Leicestershire and Rutland; facilitating effective partnerships to reduce crime in our communities; and commissioning appropriate support services for victims of crime.



I am determined to do everything in my power to ensure that each of these pivotal areas of work continually improve the way in which they deliver services to the public with the greatest emphasis being on reducing the impact on victims of crime and vulnerable members of our society.

To enable this provision to continue to grow and develop, I am utilising a small percentage of the increased Police Precept which allows me to continue funding existing partnership priorities as well as making investments in emerging priority areas such as Child Sexual Exploitation and Mental Health.

I am fully aware of the valuable role played by our local authority partners, as together we seek to prevent crime and antisocial behaviour and boost the support available to vulnerable people. Therefore, I intend to maintain existing funding levels and invest in further areas that are of joint concern to us.

The focus on the provision of first class support for victims of crime is of paramount importance. My office is currently undertaking work to reshape services to victims ensuring that whenever, whoever, and whatever, victims of crime are supported to cope and recover.

The voluntary and community sectors also have a vital role in the delivery of my Police and Crime Plan. I have been delighted that in the last year I have been able to invest in a wide range of innovative and dedicated organisations across Leicester, Leicestershire and Rutland through my Prevention Fund, which is a small grants scheme. I am making available £250,000 once again so that I may continue to invest in services which make such a difference to local communities.

I am confident that this 3 year Commissioning Framework will allow partners and providers to make great strides in delivering against my Police and Crime Plan. I hope this will be of huge benefit to the communities that we jointly serve.

Lord Willy Bach

Police and Crime Commissioner

Leicester, Leicestershire and Rutland

2. Background

- 2.1 The Police and Crime Commissioner (PCC) for Leicestershire is responsible for setting the strategic direction for policing in Leicester, Leicestershire and Rutland (LLR) through the Police and Crime Plan. The Plan covers the whole of the PCC's period in office and is valid for the period of 1 April 2017 to 31 March 2021. The Chief Constable is responsible for the operational delivery of policing, including the Strategic Policing Requirement. The PCC is responsible for understanding and supporting the dynamic relationship between policing and local partner activity in support of the strategic priorities in the Police and Crime Plan.
- 2.2 The priorities set out in the Plan inform the PCC's decisions as to what funding is made available to the police and partners to secure reductions in crime and disorder. The PCC must identify opportunities for reducing crime, enabling communities both to feel and actually be safer, protecting people who find themselves in a vulnerable situation and ensuring that victims and witnesses of crime and anti-social behaviour are positively supported.
- 2.3 The Police and Crime Plan sets out the five priorities of:
- Viable Partnerships
 - Visible Policing
 - Victim Services
 - Vulnerability Group Protection
 - Value for Money
- 2.4 The plan also includes a cross cutting and underlying theme of Crime Prevention and an expectation of simpler commissioning arrangements. The PCC intends to align the commissioning framework with these priorities with the exception of Visible Policing which is very much a priority that the Chief Constable will deliver.

3. Commissioning Budget

- 3.1 The budget is set by the PCC in line with the Police and Crime Plan 2017-21.
- 3.2 The commissioning budget for 2018/19 to 2020/21 will be as per table 1 below.

Table 1.

Financial Year	Commissioning Budget (£)
2018/19	4,283,405
2019/20	4,288,855
2020/21	4,269,355

- 3.3 For 2018/19 there has been a budget transfer from the Commissioner to the Police Force of £412,988 in recognition of a range of services they have been providing under the Commissioning Framework around substance misuse, MAPPA arrangements and Officers to support Youth Offending Services. The

Force will continue with this provision but this will no longer come under separate scrutiny as part of the Commissioning Framework

- 3.4 When this budget transfer is taken into account it can be seen that the Commissioning budget has increased by £28,034 when compared to the budget for 2017/18.
- 3.5 Appendix A sets out the proposed detailed spend of the commissioning budget over the next 3 years.

4. Strategic Partnership Development Fund pressures

- 4.1 The Strategic Partnership Development Fund (SPDF) was a one-off £2.5m funding programme which has achieved significant strides forward in partnership working around some fundamental issues such as child sexual exploitation and demand reduction. This funding will now be tapering off over the coming years and, whilst in the majority of cases costs/functions will be mainstreamed, there remains a need for some funding to continue valued elements that would otherwise be lost and have proved to be effective as part of the SPDF projects.
- 4.2 Table 2 below shows the proposed SPDF onward investment. Exact figures for each project will be agreed via the Strategic Partnership Board (SPB). Investment increases over the financial years as the original investment tapers off. Final funding for each element of spend will be subject to negotiation with providers.

Table 2.

SPDF project/detail	Rationale	Proposed SPDF investment		
		2018/19 (£)	2019/20 (£)	2020/21 (£)
Child Sexual Exploitation,(CSE) Braunstone Blues, Pro-Active Vulnerability Engagement (PAVE) team, Prevent and Night Time Economy	The exact contributions to each of these projects is still being decided upon. This will allow for continued delivery against these partnership priorities.	203,125	249,500	279,500

5. Other developments

5.1 Table 3 shows the wider significant changes being proposed.

Table 3.

Proposal	Rationale
A new Victim First service at a reduced cost to enable further investment in wider victims/vulnerable services over the course of the Commissioning Framework 2018-2021 £560,000	The existing service was formed upon the expectation of 100% of victims requiring support. The figure requiring support is significantly less so it expected that the cost of the service will be less thereby offering better value for money and enabling investment in wider (specialist) victim/vulnerable support services. Wider changes to the service and increased use of volunteers (from a very minimal use of volunteers in the existing service) will ensure an improved offer to victims.
Provision of funding to Warning Zone - £50k pa	Warning Zone has received funding from the PCC and former PCC over a number of years but this has been for specific projects. Less restricted funding will allow Warning Zone to best continue meeting the aims of the Police and Crime Plan and developing strategic priorities.

6. Commissioning processes - what is commissioning?

6.1 In simple terms commissioning is arranging for the provision of a particular service or services.

6.2 As part of the commissioning framework the PCC is joining with various partners, organisations and providers in pursuit of achieving the aims and objectives set out in the Police and Crime Plan.

6.3 Commissioned services can be provided through a variety of arrangements. Appendix A details how each of the services has been commissioned and each of these is explained below.

- **Procured – Sole funded or joint** – This is where a specification is prepared setting out what service is required. A provider organisation is then selected, usually via a competitive tender, to deliver against this specification.

The OPCC will either be the only organisation involved in the procurement exercise or will be involved in a joint procurement exercise with other organisations.

- **Grant Funded** – Where the PCC identifies and recognises that the intentions and work of another organisation will contribute towards his Police and Crime Plan he can award that organisation funding towards that work

- **Statutory contributions** – The PCC is required by law to participate and support certain functions. In many cases a financial contribution will also be made, although there is discretion over the level of this contribution. Naturally these statutory functions are reflected within the Police and Crime Plan.

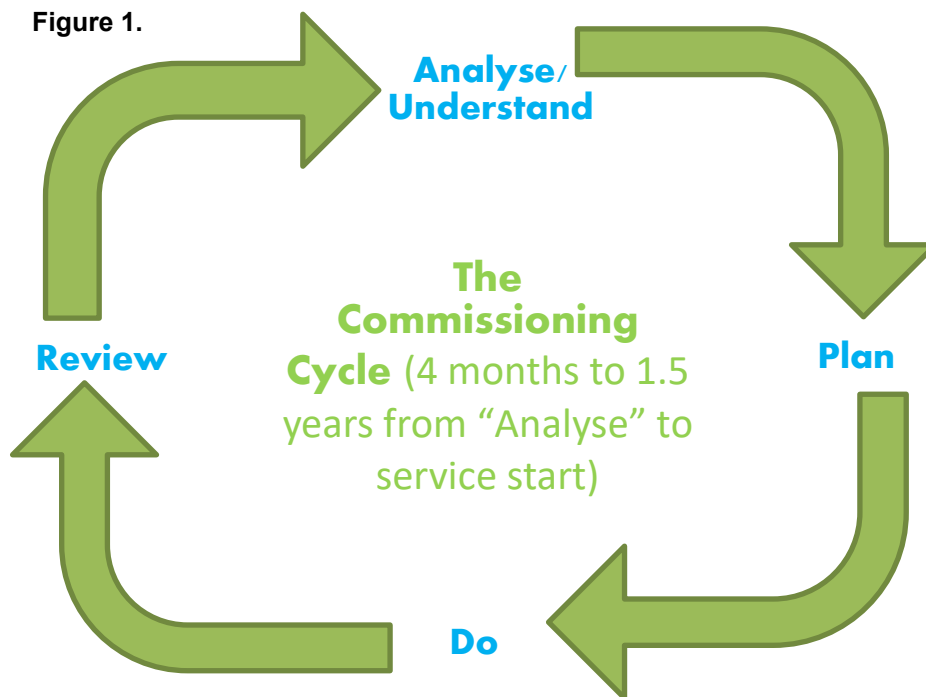
6.4 When procuring against a specification a formal commissioning project is usually necessary to properly undertake the work required. Table 4 sets out the commissioning projects we will be leading in the coming years. In addition to those in table 4, we will also be working with partners within the next three years in the recommissioning of domestic abuse/sexual violence services and substance misuse treatment services.

Table 4.

Commissioning project	Rationale for project	Expected timescales (commissioning cycle phases)
Victim First – Cope and recover service for victims (commissioning review already commenced in 2017/18)	Finishing off the commissioning process of the new Victim First service	Do - Currently out to tender, service to start on 1 st July 2018. Review – October 2018
Out of Court Disposals (OOCs) – Short interventions for perpetrators of crime who are acknowledging responsibility for the offence as an alternative to entering the wider criminal justice system	These interventions are valuable opportunities to get offenders to face up to their behaviour, the impact it has on others, and to begin addressing it. The OOCs used in Leicestershire have all been developed in isolation. There is a need to review all of this provision so that a cohesive approach can be taken going forwards.	Analyse – October 2018 Plan – January 2019 Do – April 2019 Service start – October 2019 Review – January 2020

6.5 These projects will be undertaken in line with the commissioning cycle as per figure 1.

Figure 1.



6.6 Table 5 below briefly sets out the work undertaken in each stage of the commissioning cycle.

Table 5.

<p style="text-align: center;">Analyse/Understand</p> <ul style="list-style-type: none"> • Analysis (including research/ evidence gathering) is undertaken to understand the needs and broad requirements that the service needs to meet: <ul style="list-style-type: none"> ➤ Needs/demand analysis ➤ Service/crime data ➤ Best practice elsewhere ➤ Service user/victim insight ➤ Stakeholder/Citizen input ➤ Legislation/guidance ➤ Lessons learned ➤ System mapping 	<p style="text-align: center;">Plan</p> <ul style="list-style-type: none"> • The service is planned and a service specification is produced. • Stakeholders and victims/service users are enabled to feed into the specification • A decision on the most appropriate procurement method is taken and prepared for • Associated contract particulars and schedules are prepared
<p style="text-align: center;">Do</p> <ul style="list-style-type: none"> • The service is procured (usually through a competitive tender process) • The contract is signed and entered into • The provider is supported during implementation of the service • Service delivery commences 	<p style="text-align: center;">Review</p> <ul style="list-style-type: none"> • Lessons learned from the commissioning process are captured • Lessons learned are captured throughout service delivery • Consideration of need to recommission as contract draws to a close • If re-commissioning, lessons learned brought through to analyse stage

NB. The above descriptions are a menu of options to be used within any given commissioning review. Each stage will always be undertaken but exactly how will be considered at the outset of the review.

6.7 Commissioning projects will be undertaken in a co-productive manner (what this looks like will vary from project to project). Wider commissioning work outside of the larger projects will also seek to be co-productive where this is possible.

7. Getting results

7.1 The PCC has made it clear that getting results from commissioned provision is what matters. Each contract will therefore have a set of clear performance indicators agreed with the provider so that we can confidently report on the results being delivered by our services.

7.2 It will be the PCC's responsibility, through his office, to monitor progress for each commissioned activity against the proposed measures. A range of performance management systems will be used to do this and measures will be proportionate to the value, risks and opportunities presented by each investment.

8. Value for Money

8.1 Value for money sits across the whole of the Commissioning Framework and will be ensured through:

- Competitive procurement processes where significant amounts of funding are being spent (in line with the relevant procurement regulations)
- Assessment of budget proposals where direct awards are being made (including grants)
- Contract management, ensuring that funds are well spent and that results are delivered
- The development of a social value policy that will help add real value over and above the delivery of the services themselves
- Commissioning in partnership (where appropriate/possible), removing duplication and securing greater economies of scale
- Reshaping systems of provision so that efficiency and effectiveness is maximised

9. Viable Partnerships

9.1 Commissioning is about far more than merely spending money. It is about collaboratively working together to consider how to make best use of the available resources to improve things for the better and then making it happen. The PCC recognises that he is responsible for only some of the things that make a positive difference in reducing crime, enabling communities both to feel and actually be safer, protecting people who find themselves in a vulnerable situation and ensuring that victims and witnesses of crime and anti-social behaviour are positively supported. The PCC will therefore seek to work in partnership in a variety of ways:

- Provision of funding to local authority partners to spend in ways that address the aims of the Police and Crime Plan yet are bespoke for their area in meeting the particular problems and issues therein. These are problems and issues that they will be uniquely aware of and uniquely placed to address
- Working in close partnership with local authorities, health and other partners large and small to jointly commission services across Leicester, Leicestershire and Rutland
- Engaging partners collaboratively in commissioning reviews even when we are the only financial investor.

10. Simplification of commissioning arrangements

10.1 Commissioning processes, including the funding applications/bids, creation of contracts/partnership agreements, monitoring and the quality assurance burden on providers comes at a cost, a cost that is not directly being invested in providing a service to the communities of Leicester, Leicestershire and Rutland. The PCC wishes to keep commissioning arrangements as simple as possible so as to reduce to a minimum the costs associated with commissioning whilst ensuring that value for money is achieved, quality services are provided and relevant legislation is adhered to. To this end the PCC will continue to:

- Make grants available that are simple and easy to apply for
- Ensure that procurement processes and requirements are proportionate to the level of funding available
- Ensure that the monitoring burden is proportionate to the level of funding available
- Provide longer term funding where the level of Central Government funding enables this

11. Victims, Vulnerability, and Crime Prevention

11.1 The remaining priorities/cross cutting theme of the Police and Crime Plan are, in the main, captured in Appendix A which details spend on services against each of these areas.

Appendix A

Commissioning Budget 2018-2021

Service Name	Current delivery organisation	Provision	How service is Commissioned?	2018/19 budget (£)	2019/20 budget (£)	2020/21 budget (£)	Geographical reach
VICTIMS							
Victim First	Catch 22	Generic victim support service inclusive of Restorative Justice	Procured – sole funded	573,925	560,000	560,000	LLR
Target Hardening	24-7 Locks	Property target hardening - referrals via UAVA or Victim First	Procured – sole funded	87,500	90,000	90,000	LLR
CHISVA	FreeVA	Support/Advocacy for child victims of sexual violence	Procured – sole funded	50,000	50,000	50,000	LLR
Mental health in Victim First	Leicestershire Partnership NHS Trust	Specialist mental health support and signposting within Victim First	Procured – sole funded	22,000	22,500	23,000	LLR
Sexual and domestic Violence information and support service	United Against Violence and Abuse (UAVA)	Sexual and domestic violence Victim support	Procured – Jointly funded (with upper tier councils)	396,002	396,002	396,002	LLR
Domestic Violence 360 support	Living Without Abuse	Proactive engagement of repeat domestic violence victims	Procured – sole funded	189,552	189,552	189,552	LLR
Adults Sexual Abuse Referral Centre (SARC)	Leicestershire Police	Forensic examination and emotional/practical support/advocacy	Procured – Jointly funded (with NHS England)	67,906	67,906	67,906	LLR
Victims Subtotal				1,386,885	1,375,960	1,376,460	
VULNERABLE							

Service Name	Current delivery organisation	Provision	How service is Commissioned?	2018/19 budget (£)	2019/20 budget (£)	2020/21 budget (£)	Geographical reach
Specialist Substance Misuse service City	Turning Point	Substance misuse support	Procured – Jointly funded (with the City council and NHS England)	335,568	335,568	335,568	City
Specialist Substance Misuse service County	Turning Point	Substance misuse support	Procured – Jointly funded (with the County council)	111,856	111,856	111,856	County
Sub-misuse add on for Rutland	Rutland County Council	Substance misuse support	Grant funding	1,485	1,485	1,485	Rutland
Substance misuse out of court disposal mandated sessions	Turning Point	Behaviour change sessions	Procured – sole funded	8,307	8,307	8,307	LLR
Anchor Centre/Recovery hub	Inclusion Healthcare	Wet centre and recovery hub for street drinkers	Procured – Jointly funded (with the City council)	34,000	34,000	34,000	Leicester City
Adults Safeguarding Boards	Leicester City Council/ Leicestershire County Council	Contribution to statutory function	Statutory Contribution	81,103	81,103	81,103	LLR
Children's Safeguarding Boards	Leicester City Council/ Leicestershire County Council	Contribution to statutory function	Statutory Contribution	97,412	97,412	97,412	LLR
CSE Return Interview post	Leicester City Council	Interviews and brief support for missing children who have returned	Grant Funding	48,200	48,200	48,200	LLR
Vulnerable subtotal				717,931	717,931	717,931	
PREVENTION							

Service Name	Current delivery organisation	Provision	How service is Commissioned?	2018/19 budget (£)	2019/20 budget (£)	2020/21 budget (£)	Geographical reach
Integrated Offender Management (IOM)	Various	Partnership approach to managing prolific offenders	Grant Funding	342,092	342,092	342,092	LLR
Youth Offending Service (YOS) contribution – Leicester City	Leicester City Council	Contribution to YOS costs	Grant Funding	84,446	84,446	84,446	Leicester City
Youth Offending Service contribution - Leicestershire and Rutland	Leicestershire County Council	Contribution to YOS costs	Grant Funding	77,934	77,934	77,934	Leicestershire County and Rutland (not city)
Youth Prevention and Diversion	Districts, Boroughs and Leicester City councils	Positive engagement and diversion for at risk (deter young offenders) or First Time Entrants to YOS	Grant Funding	139,675	139,675	139,675	LLR
Think Family	Leicester City Council	Contribution to Troubled Families programme	Grant Funding	114,750	114,750	114,750	Leicester City
Supporting Leicestershire Families	Leicestershire County Council	Contribution to Troubled Families programme	Grant Funding	101,250	101,250	101,250	Leicestershire County
Changing Lives Rutland	Rutland County Council (via Rutland's Register)	Contribution to Troubled Families programme	Grant Funding	9,000	9,000	9,000	Rutland
Working In Rehabilitation and Employment (WIRE)	Leicestershire Cares	Empowering ex-offenders to access employment	Grant Funding	30,000	0	0	LLR
Conditional Cautioning And	The Hampton Trust	Out of court disposal sessions for perpetrators of domestic violence	Procured – sole funded	19,800	19,800	19,800	LLR

Service Name	Current delivery organisation	Provision	How service is Commissioned?	2018/19 budget (£)	2019/20 budget (£)	2020/21 budget (£)	Geographical reach
Relationship Abuse (C₂ARA)							
New Dawn New Day	New Dawn New Day	Out of court disposal sessions for female offenders	Procured – sole funded	32,050	32,050	32,050	LLR
Crime stoppers National Hub	Crime stoppers National Hub	Contribution to their core service	Grant Funded	28,023	28,023	28,023	Nationwide
Domestic Homicide Reviews	Leicester City Council	Facilitating statutory reviews into domestic homicides	Statutory Contribution	16,000	16,000	16,000	Leicester City
Domestic Homicide Reviews	Leicestershire County Council	Facilitating statutory reviews into domestic homicides	Statutory Contribution	16,000	16,000	16,000	Leicestershire County and Rutland (not city)
Local Resilience Forum	Leicestershire County Council	Contribution to statutory function	Statutory Contribution	6,536	6,536	6,536	LLR
Kicks	Leicester City Football Club Community Trust	Positive engagement and diversionary activity with young people	Grant Funded	10,000	10,000	10,000	Leicester and Leicestershire
Warning Zone	Warning Zone	Preventative messages in line with the Police and Crime Plan	Grant Funded	50,000	50,000	50,000	LLR
Prevention Sub-total				1,077,556	1,047,556	1,047,556	
CROSS CUTTING							
Partnership Locality Fund	Districts, Boroughs, Rutland and City councils	Activity related to Community Safety Partnership plans	Grant Funded	500,000	500,000	500,000	LLR

Service Name	Current delivery organisation	Provision	How service is Commissioned?	2018/19 budget (£)	2019/20 budget (£)	2020/21 budget (£)	Geographical reach
The PCC's Prevention Fund (PCC Grants)	Various	Small grants for proposals meeting part of the Police and Crime Plan	Grant Funded	250,000	250,000	200,000	LLR
Emergent issues/ideas/PCC grants top up/ contingency	Various	Contingency	Not Applicable	135,908	135,908	135,908	LLR
YAP/Youth Commission budget line	PCC's office	Facilitating young people influencing police and reducing reoffending provision	Procured – sole funded	12,000	12,000	12,000	LLR
SPDF - Child Sexual Exploitation (CSE), Braunstone Blues, Pro-Active Vulnerability Engagement (PAVE) team, Prevent and Night Time Economy	Various	Various	Grant Funded	203,125	249,500	279,500	LLR
Cross cutting sub-total				1,101,033	1,147,408	1,127,408	
Grand Total				4,283,405	4,288,855	4,269,355	

Appendix B

Glossary

C ₂ ARA	Conditional Cautioning And Relationship Abuse
ChISVA	Child Independent Sexual Violence Advocate
CSE	Child Sexual Exploitation
IOM	Integrated Offender Management
Districts & Boroughs	Blaby District, Charnwood Borough, Harborough District, Hinckley and Bosworth Borough, Melton Borough, North West Leicestershire District, Oadby and Wigston Borough
LLR	Leicester, Leicestershire and Rutland
MAPPA	Multi Agency Public Protection Arrangements
NHS	National Health Service
OOCD	Out Of Court Disposals
PAVE	Pro-Active Vulnerability Engagement
PCC	Police and Crime Commissioner
SARC	Sexual Abuse Referral Centre
SPDF	Strategic Partnership Development Fund
UAVA	United Against Violence and Abuse
WIRE	Working In Rehabilitation and Employment
YAP	Young Adults Project
YOS	Youth Offending Service