



**South
Yorkshire**
**Police and Crime
Commissioner**



Commissioning Strategy

2022-2025

Introduction

Police and Crime Commissioners (PCCs) were first elected in November 2012, under the Police Reform and Social Responsibility Act 2011 (the 2011 Act). Under the 2011 Act, PCCs have wide responsibilities which include setting the policing and crime priorities for their area through a Police and Crime Plan, setting the policing and crime budget, commissioning services through contracts or awarding grants for activity which aid in achieving Police and Crime Plan priorities and an increasingly larger role in the effectiveness of the local criminal justice system.

The PCC commissions services and awards grants to achieve Police and Crime Plan priorities. The majority of the PCC's budget is provided to the police force for policing purposes. To support this the Chief Constable provides a delivery plan as to how the budget is used to achieve the priorities. PCCs have discretion to invest in crime and disorder reduction activities¹ relating to their responsibilities for community safety in their area. In addition to this, since October 2014, PCCs have had responsibility for commissioning a range of local victims' services².

Commissioning in South Yorkshire is led by the Police and Crime Plan priorities, the commissioning strategy guides how services will be commissioned to support the delivery of the three strategic priorities:

- Protecting Vulnerable People
- Tackling Crime & Anti-Social Behaviour
- Treating People Fairly

In addition to the three priorities, contracted and grant funded providers are asked to deliver services which put victims or service users first and provide value for money. The Partnerships and Commissioning budget is divided into strategic budget areas, some of which are supported through external income streams from central government grants.

Commissioning Approach and Principles

This Strategy supports the Police and Crime Plan by setting the framework for the commissioning of services to support the delivery of outcomes for communities in South Yorkshire. The strategic approach to commissioning is to use Police and Crime Plan priorities to direct the Partnerships and Commissioning budget to achieve the best results for South Yorkshire in an efficient and effective way. This leads to annual partnership and commissioning proposals which form part of the strategic and financial planning cycle. Once the budget is agreed it leads to the priorities for the Partnerships and Commissioning team's work in the financial year. There is a strong ethos of partnership in the approach to commissioning, the team works closely with partners, service users and service providers to deliver outcomes.

¹ Under the Crime and Disorder Act 1998

² Under the Code of Practice for Victims of Crime, 2015; and EU Victims' Directive (2012/29/EU)



PCCs receive funding from the Home Office (HO) Police Grant, the precept (collected as part of local council tax) and a victim services grant from the Ministry of Justice (MoJ). In addition to this other revenue includes a proportion of the funding secured under the Proceeds of Crime Act (POCA). PCCs can use funding to support activities which contribute to the delivery of the Police and Crime Plan or to meet statutory obligations to provide services including those to support victims of crime.

Through this strategy the OPCC has effective governance and monitoring arrangements in place for commissioning and grant giving, this includes Violence Reduction Unit activities, and we follow these strategic commissioning and grant making principles:

Commissioned Services Principles

1. Place the needs of the public, especially victims, at the centre
2. Develop service outcomes based on evidence-based research and consultation
3. Have due regard to affordability for both police and partners
4. Maximise efficiency, effectiveness and value for money by working with partners and providers, co-commissioning where appropriate
5. Have fair processes for commissioning, providing full information in a timely way
6. Help develop where possible the capacity, capability and sustainability of partners/providers
7. Support local providers where possible
8. Take account of the wider social value and impact of services and projects
9. Consider sustainability in the decision making process
10. Have a robust approach to contract and grant management to maximise the delivery of outcomes

Grant Giving Principles

1. Ensure compliance with conditions set by external grant providers
2. Ensure fairness across the county as far as possible
3. Have regard to national as well as local priorities for policing
4. Have defined due diligence processes to assess grant recipients
5. Monitor activity delivered
6. Accessible to and supportive of smaller, grass roots organisations including those from minority communities or under-represented groups

Commissioning Process

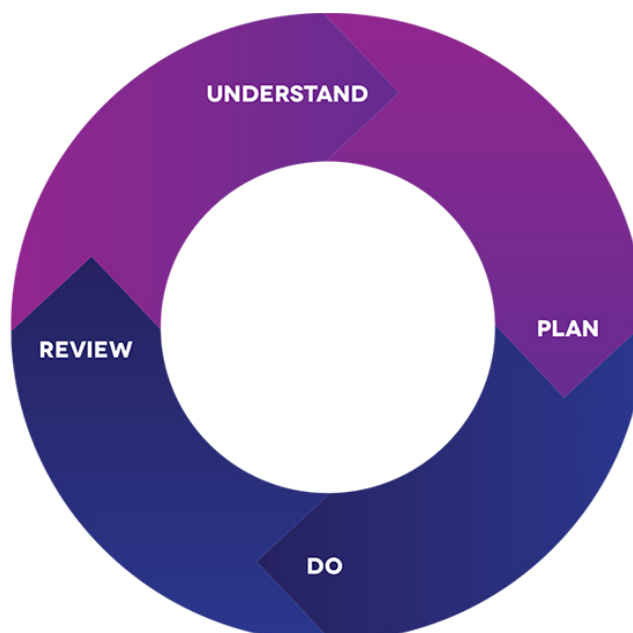
The Commissioning Strategy highlights the PCC's approach to partnerships, commissioning and contracting, recognises that value for money is key given the competing priorities for reducing resources across policing and crime, local authorities, voluntary and community services and other partners

To deliver effective commissioning, the Office of the Police and Crime Commissioner (OPCC) has staff dedicated to supporting the PCC to secure and deliver services. The staff undertake the following activities:

- Competitive tendering processes in line with Public Procurement Policy, Public Contract Regulations, local financial instructions and local contract standing orders.
- Working with services in the voluntary and community sector and/or local and regional partners to deliver the right services in South Yorkshire.
- Provision of grants when appropriate with robust terms and conditions and monitoring requirements.
- Work with the Chief and Deputy Chief Finance Officers to consider financial arrangements, particularly in grant activity to minimise risk the PCC whilst maximising the delivery.
- Endeavour to secure external funding for activities in South Yorkshire when there are competitive funding opportunities and it is appropriate to do so; this can either be by submitting bids or supporting other partners to do so.

The PCC encourages equality of opportunity and promotes available opportunities. When the PCC is the lead commissioner all competitive tendering or grant opportunities are published on either the 'Bluelight' Emergency Services eTendering Site or the PCC's website. When co-commissioning and the PCC is not the lead commissioner other portals may be used. In addition to this the PCC supports activity to raise market awareness of any opportunities.

Commissioning is the process undertaken to plan, secure, deliver and monitor services for the community. Commissioning follows a cycle of: **Analyse/Understand – Plan – Do – Review** and is set out in the PCC's Commissioning Framework, which is presented in a flow diagram at Appendix 1.



Analyse/Understand

Staff work with South Yorkshire Police (SYP), partners, key stakeholders, service providers and listen to local communities to understand where we are now and what we know about an issue and services delivered relating to a particular theme. This can be done through public consultation surveys, other public engagement activity, listening to and engaging with other partners and stakeholders such as Community Safety Partnerships (CSPs). Additionally through horizon scanning activity national priorities and changes in legislation are also considered. In addition to this, through engagement with national groups on which the PCC is represented there is participation in national consultation activity which can impact on what needs to be delivered and how. The overall aim is to establish what the current need is, how it is currently being met and potential gaps where the PCC could use resources to achieve outcomes. In addition to this consideration is given to future need through horizon scanning activity and that will shape future requirements.

Plan

Using the Police and Crime Plan priorities and PCC statutory obligations as a base the team establish what activities need to be undertaken and what services that need to be commissioned. As part of the annual strategic and financial planning cycle staff review the Partnership and Commissioning budget to make recommendation on the commissioning choices available to the PCC. The PCC is presented with choices and given a recommendation on future plans and budgets. This is based on the information gathered in the '*analyse/understand*' step. The PCC's final decisions, and the budget required to implement them, then form the Partnerships and Commissioning budget for the year ahead. Based on the information available a decision will be made as to the best/preferred way to secure the activity, this may be through a formal tender process or through a grant arrangements.

Do

Once the budget is agreed and financial decisions made staff act to commissioning/grant fund the range of services and activities set out in the Partnerships and Commissioning budget. This is done through a combination of contracts, co-commissioned/co-funded activity and grants which are awarded according to the priorities. To secure the right services different approaches to securing providers and funding activity are required. These may be through formally procured contracts, collaborative commissioning with partners where budgets are pooled to deliver outcomes jointly or via direct grants to organisations. For those instances where the PCC provides funding by way of a direct grant the arrangement is set out in a grant agreement which includes required outputs, intended outcomes, terms and conditions, monitoring and payment schedule.

Review

In review, staff take a continuous improvement approach to ensure learning from the delivery of contracted and grant funded services support or complement other activity. Contracts and grants are monitored and assessed through the collection of quantitative and qualitative monitoring information to assess delivery. In addition to this commissioning

activity is subject to internal audit scrutiny and specialist officers can conduct 'deep-dives' into services and funded activity, the findings from these also form part of the continuous improvement approach. This all helps the PCC to understand how well commissioned activities are supporting delivery of the Police and Crime Plan priorities and helps shape future commissioning activity.

Budget

The Partnerships and Commissioning budget is split into the following strategic budget areas, the overall budget includes a combination of PCC's Home Office Police Grant funding, POCA funding and external grant funding from central government departments. Additional budget areas can be added if they are required during the life of this strategy.

- Victims of Crime
- Community Safety
- Criminal Justice
- External funding
- Partnership Contributions
- One-off Commissions
- POCA Community Grant Scheme

Some funding streams relate to the contracting of services which meet the PCC's responsibility to provide services for victims' of crime. Others relate to activity carried out in partnership with or through grants to a combination of local authorities, local providers and/or community groups all of which work with the OPCC and SYP, to achieve Police and Crime Plan priorities. This is particularly the case in relation to the PCC and SYP's responsibilities in the areas of community safety, safeguarding³ and youth offending services.

As part of the budget setting process each activity/grant/contract is attributed to one of the three police and crime plan priorities. Additionally a list of funded organisations is published on the PCC's website. Following each POCA Community Grant panel a decision record is published which sets out the organisations to be funded. Separate decision records are also published to cover changes or new activity in year.

Management and Monitoring Arrangements

To evidence the use of the budget provided to policing data, information and reports are provided to the PCC as part of the Police and Partners performance framework. The way contracted services or grants are assessed, managed and monitored varies according to the service or activity involved and the funding provided. A quarterly report by the OPCC Evaluation & Scrutiny team, which uses a selection of high level performance indicators for the commissioned services, is shared with the OPCC Senior Leadership Team. Matters of note are picked out by the Performance and Assurance Officer and the Partnership and Commissioning Manager can raise exceptions or concerns. In addition to this an annual

³ Under the Care Act 2014 and Working Together to Safeguard Children 2018

commissioned services report captures activity undertaken in each of the funding areas and attributes the Partnership and Commissioning budget spend to the various areas of focus under the Police and Crime Plan priorities.

The recipients of grants are required to complete a funding proposal document giving a narrative summary of activity to be funded or are provided with a clear grant purpose document. The performance measures and reporting schedule are agreed with recipients, to demonstrate how the activity contributes to delivery of the Police and Crime Plan priorities.

Where a contract is in place, required key performance indicators and service quality indicators are set out in the service specification and agreed as part of the contract award. Reporting frequency is agreed at the outset. This is generally quarterly and forms part of discussions at contract management meetings held during the year, contract managers reserve the right to amend or change the required key performance indicators during the life of the contract.

Furthermore, the monitoring information and contract performance reports are available to support other OPCC assurance or monitoring activity and provide contextual and/or qualitative information (e.g. case studies, or service user comments). In addition to the above, the PCC chairs a number of partnership meetings such as a regular Countywide Community Safety Forum which is attended by the chairs of the CSPs where he receives updates directly from them on the use and achievements of the CSP grants awarded to them. The PCC is also represented at partnership meetings by officer who attend a range of boards across the county such as Youth Offending Management Boards and CSPs.

In Year Commissioning Proposal Process

A process has been developed (appendix 2) with which to address in-year ad-hoc requests for funding or commissioning of activity. The process will be developed and refined over the life of this strategy. This internal process will consider national plans and priorities, local priorities which develop in year and discussion/input from relevant subject matter experts from SYP, OPCC, VRU and other key stakeholders/partners. The process will consider whether the activity is must do, could do or should do in nature and availability of budget. All requests for in-year funding will be shared with the OPCC Senior Leadership Team prior to a decision record being drafted which will follow the PCC's decision making process.

Co-commissioning & Partnership Collaborations

Through this strategy opportunities to co-commission services with other PCCs/forces or public sector organisations are actively sought. Already some commissioning activities are undertaken together with partners. For example, the Regional Sexual Assault Referral Centre (SARC) service, the South Yorkshire Domestic Abuse Perpetrator Programme and South Yorkshire Restorative Justice Services. Where this is the case, a collaboration agreement or other memorandum of understanding exists to set out the arrangements between co-commissioners. For example, the duration, functions, financial liabilities and manner of dispute resolution. Taking a pragmatic and partnership focussed approach aims

to simplify the availability of services for users, minimise duplication and secure good value.

Modern Slavery, Sustainability and Social Value

Modern slavery is considered as part of the procurement process for competitively tendered contracts through the completion of a modern slavery assessment. The assessment requires consideration of the service and location characteristics to establish the risk level of modern slavery in the supply chain and an action plan is created for any identified risk. Contracted and grant funded providers are encouraged and supported to access training to enable frontline staff to be able to identify the signs of modern slavery and how to report it.

The PCC has made a firm commitment to sustainability and social value through his support of the SYP Sustainability Strategy. This strategy supports the Strategy by factoring sustainability into decision making. In addition to this as part of the procurement process for competitively tendered services, 10% of the overall quality score is attributed to social value and sustainability.

