



# John Champion Police and Crime Commissioner West Mercia



# Commissioning and Grants Strategy

2016-2022

Updated August 2021

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## Introduction



As Police and Crime Commissioner, I have a central role in the commissioning of services related to victims, community safety and crime reduction.

In my Safer West Mercia Plan (SWMP), I promised that I would implement an outcome based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity, with resources allocated to need.

Throughout my term I will invest in local outcome - focused interventions and projects that demonstrate value for money for West Mercia. The investments I make will be targeted towards supporting victims to cope and recover, as well as reducing offending and reoffending throughout West Mercia.

My Commissioning Strategy has been developed to outline the approach and principles undertaken by my office to achieve the aspirations of my Safer West Mercia Plan. There are four elements to my plan: putting victims and survivors first; building a more secure West Mercia; reforming West Mercia; and reassuring West Mercia's communities.

During my term, I will invest in services for victims, including additional specialist services and a new Victim Advice Line. I will also provide a budget for Community Safety Partnerships in order for them to carry out valuable work with their respective local communities. I will highlight the work being done together with the public and third sectors where we have shared outcomes and issues of joint priority. I will be investing heavily in road safety, and providing grants to allow communities to play their part too.

I am also committed to disrupting the market for stolen goods and protecting homes and possessions by making them less attractive to the 'would-be criminal'. By working with partners I want us to be able to property mark as many households as possible with Smartwater to create "We Don't Buy Crime" towns and villages and significantly reduce the risk of burglaries.

I will ensure the public and voluntary sector has access to the Commissioner's Grant Scheme to deliver West Mercia wide priorities and I will ring fence a dedicated budget for local priorities supporting home-grown projects through a joint policing and Community Ambassador fund.

The extraordinary time we have all experienced as a result of Covid-19 has led to a postponement of the Police and Crime Commissioner elections until May 2021. In response to this I have reviewed my Safer West Mercia Plan, as well as this strategy, to ensure they remain fit for purpose for an additional period of

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time. Overall I am confident that the priorities and commitments I identified are still relevant, however some minor revisions have been made for my extended term of office.

**John Campion**  
Police and Crime Commissioner

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## Income

### Home Office Grant

PCCs receive a single pot of funding from the Home Office for policing and community safety. West Mercia is provided with **£235.8 million** towards the delivery of the police service, commissioning, grants and his office.

### Ministry of Justice Victims' Services Grant

Following the amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 a Police and Crime Commissioner (PCC) has responsibility to commission services which enable victims to cope and recover. Each PCC is responsible for adherence to the Victims Code and EU Directive.

Putting victims and survivors first is a key priority for the PCC, John Campion. He has committed additional funding from his grant budget to compliment the Ministry of Justice grant and commissions' specialist services for Domestic Abuse, Sexual Violence and Child Sexual Exploitation.

For the 20/21 year, this grant allocation is **£1,678,130**. This funding is topped up from the main PCC budget which is shown further below in this document.

### Council Tax

The PCC raises funds from Council Tax and sets a precept. These funds are used to support the delivery of the police service, the PCC, his office, commissioned services and grants.

### Ministry of Defence

The MoD have awarded the PCC an amount of **£75,000** which goes towards the Remember Veterans project specifically. The PCC administers the funding on behalf of the MoD.

### Additional Income

The PCC has been successful in securing an additional **£2,974,333** of funding for a variety of different projects and services for 21/22.

### Total Funding

The total funds available (including additional income) for the PCC in 20/21, for the commissioning of services for victims and the reduction of offending is **£10,556.345**.

# Allocation

The PCC John Campion decides on the budget for West Mercia Police and then allocates the remaining from his funding streams:

also fund pilot projects in parts of West Mercia.



## 1. Victim Services

Under section 143 of the **Anti-social Behaviour, Crime and Policing Act 2014**, PCCs were given wide ranging powers to commission or provide victims' services and are able to use a Ministry of Justice (MoJ) annual grant funding to do this. At a national level, the MoJ commissions a witness service, a homicide service, support for victims of human trafficking, support for victims of rape through rape support centres, some victims' national telephone helplines and some other support for victims of domestic and sexual violence. In West Mercia, a large proportion of the victim service provision is centred around the Victim Advice Line (VAL), which was launched in April 2019.



## 3. Community Safety Partnership (CSP) Grants

Part of the PCC's budget is allocated towards crime and disorder reduction initiatives which are administered through local Community Safety Partnerships. Funding is awarded to CSPs on an annual/bi-annual basis. The PCC works with the CSPs to ensure that funding is directed towards local projects which meet the need as identified in the local strategic assessments and meets the objectives of the Police and Crime Plan.



## 2. The Commissioner's Grant Scheme (CGS)

This is the main part of the PCCs grant budget stream. Part of this budget is used to top up the MoJ funding for victim service provision. This funding also supports the provision of crime and disorder reduction initiatives on a West Mercia wide basis. On occasions, this budget will



## 4. Commissioner's Community Fund (CCF)

Localised projects, delivering the SWP for specific communities. Each local policing area has an allocation of £30,000. Applications are open to the Force as well as local voluntary and community organisations. Decision making for this fund is the responsibility of local policing area commanders and the PCC's Community Ambassadors, with the PCC having final oversight.



## 5. Safer Roads

The Safer Roads budget is a combination of large scale (often West Mercia wide) road safety projects or initiatives as well as a pot of £100,000 for the Safer Roads LPCAF. The SRLPCAF funds localised projects, with a specific focus on road safety initiatives. Similar to the generic LPCAF, decision making for this fund is the responsibility of local policing area commanders and the PCC's Community Ambassadors.

# Commissioning

## Contracts

This is the process for deciding how to use the resources available to secure outcomes in the most efficient, effective, and sustainable way, responding to local need, delivering best value and ensuring a continuous review process is implemented.

Commissioned services can be funded either through a contract or a grant.

The Safer West Mercia Plan provides the overarching framework for local commissioning, supporting the following objectives:

- Putting victims and survivors first
- Building a more secure West Mercia
- Reforming West Mercia

- Reassuring West Mercia's communities

The commissioning team use 'Understand, Plan, Do, Review' as a continuous cycle of action and improvement detailed below:

### 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 the **outcomes** to be achieved and the existing service provision, ensuring a new service does not duplicate effort. Sometimes re-commissioning or bolstering an existing service can deliver the intended outcomes.

The **strategic direction of key partners** is taken into account both in drafting the Police and Crime Plan and in our approach to commissioning.

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 to provide seamless pathways.

Consideration is given to **pooled budget arrangements** to ensure a more joined up service provision and deliver **economies of scale**.

### Plan

**Services will be accessible** across West Mercia unless the service being funded is developing a proof of concept (pilot) or is responding to nuanced need through the local Community Safety Partnership.

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**Co-commissioning** is desirable because the use of pooled budgets can enable more comprehensive service provision and reduce the burden on providers of multiple outcome reporting arrangements. This will be done within the region or across boundaries where it will benefit service users.

**Co-design and engagement** with service users, providers and partners will be key to the process. The publication of the commissioning intentions (in the form of a Provider Information Notice on the Blue light E-Tendering site or on the Commissioner's website) will promote this dialogue.

**Outcome measures** 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 including competitive tendering.

All tenders will be posted on the national **Blue light E-Tendering** site. The funding envelope and quality v cost split will be transparent.

**Market Engagement** events will be held, where appropriate, to 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.

Where a single provider has been proven to deliver the best outcomes for the service user, a **single tender agreement** (STA) will be applied for. 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:

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

**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.

Contracts will be awarded with a **range of timeframes** 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

The **Safer West Mercia Plan** (2016-2021) sets out the overall performance framework.

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**Contract management** ensures 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 quarterly basis (unless otherwise stated in the grant agreement/contract). 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 (outcomes). Providers must be able to evidence the impact through for example the use of outcome stars or other proportionate qualitative evaluation methodology.

**Grant visits** (to include service user feedback) will be conducted during the life of the contract.

**De-commissioning** - where services are shown not to be meeting their outcomes support will be offered. However, in some cases, such as pilots, where the PCC decides it is not viable to continue, a service will be de-commissioned. This will be carried out in partnership with the provider.

## Grants

A grant is a contribution to a project, initiative or resource, rather than a contractually agreed service specification. This allows a greater degree of flexibility and gives the recipient the ability to trial their vision based on evidence or community need.

No contract is in place so recipients are not performance managed against an agreed set of indicators. However, the PCC will provide the public with transparency by thoroughly monitoring and evaluating performance and will work with grant recipients to move towards formal commissioned approaches where applicable.

All grant recipients are invited to work with the commissioning team on implementing a performance framework to monitor outputs and outcomes. This assists the PCC with future funding decisions and evidences value for money for the communities he serves.

The commissioning team will work with the providers to ensure effective service delivery and development of grant funded services, leading to the development of service specifications and the contracting of services where appropriate.



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## Key principles for commissioning activity

All commissioning activity will adhere to the following principles;

### Transparency

- Services must show clear links to the objectives in the Safer West Mercia Plan 2016-2021.
- Details of all commissioning activity will be published on the PCC's website.

### Integrity

- We will encourage applications focused on prevention and early intervention for victims and offenders.
- We will work with partners to develop and stabilise the market place.

### Legitimacy

- This document should be read in conjunction with the [Financial Regulations for West Mercia Police and Crime Commissioner](#)
- We will commission victim services in line with the requirements in the **Anti-social Behaviour, Crime and Policing Act 2014**.
- We will comply with the **EU Victims' Directive 2012/29** regarding minimum

standards on the rights of victims of crime and their family members.

- When commissioning victim services, we will ensure that services comply with the requirements of the **Code of Practice for Victims (2015)**
- Providers will be encouraged to demonstrate where their services can add social value, and this will form part of the assessment process in line with the **Public Services (Social Value) Act 2012**.

### Accountability

- All investment will be assessed against a prearranged weighting criteria which accounts for both the quality of positive outcomes proposed and the cost.
- Our focus will be on the delivery of positive outcomes as opposed to funding activity. Recipients will need to demonstrate the difference our funding has made within clearly defined measures.

### Strategic & Financial Control

- Where possible, we will invest in services to assist in drawing down additional external funding, sustaining activity or increasing scope and capacity. We will therefore support applications seeking match funding.

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- We will enhance service provision by applying, in partnership, to new funding streams.

### **Support**

- We will work in partnership with other stakeholders to explore co-commissioning opportunities which achieve economies of scale and avoid the possibility of duplication.
- Provision will be required to have seamless pathways into other linked services to ensure a holistic approach in supporting people with complex needs.
- Where applicable, services will be commissioned West Mercia wide to ensure equitable access to provision.
- Innovation will be supported where an existing or emerging evidence base can be shown.
- Service specifications will include flexibility to adapt to future changes in need and demand.

### **Scrutinise**

- Proposals will be cross checked with needs assessments to ensure funding is being channelled to the areas of greatest need and impact.
- Value for money will also involve a combined assessment of need and impact and will not be assessed purely on the cheapest offer.

- The monitoring process will be proportionate to the value of the service and within the acceptable tolerance of internal audit and Ministry of Justice (MoJ) scrutiny

### **Audit Trail**

- Grant or contract management requirements will be made clear to the service provider in the contract documents.
- Well established procurement processes will be implemented, with realistic timescales for delivery and transition.

### **Public Voice**

- The views of service users will be listened to at all stages of the commissioning cycle.
- Support services will be service user focused and co-designed with the individual from the outset, tailored to meet their needs.
- We will endeavour to influence the commissioning of co-dependant services to ensure they adhere to the above principles.

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## Victim Outcomes

The MoJ developed a Victims' Services Commissioning Framework in 2013, shortly before the responsibility for the commissioning victim support services was handed over to PCCs. This framework is designed to support PCCs who are commissioning victim services at local levels to focus on an outcome based approach rather than a focus on the numbers of victims who have been through a service.

Victims' service providers are expected to achieve two outcomes as set out in the Government consultation "Getting it right for victims and witnesses": helping victims first to **cope** with the impact of crime and, and subsequently to **recover** from the harm they have experienced although not all victims will return entirely to the lives they had before. It is open to commissioners to consider further outcomes in addition to cope and recover if appropriate.

Eight categories of need have been identified as those areas which support services should aim to help victims with during the course of their intervention. The response to the consultation "Getting it right for victims and witnesses" agreed that those categories of need are:

- mental and physical health;
- shelter and accommodation;
- family friends and children;
- education, skills and employment;
- drugs and alcohol;
- finance and benefits;
- outlook and attitudes;

- social interactions.

In terms of coping and recovering, MoJ originally developed outcome indicator areas which were as follows;

- Improved health and well-being
- Re-integration
- Increased safety and perceptions of safety
- Feeling informed
- Improved experience of the CJS

This commissioning framework and these outcomes form the basis for the commissioning of the victim service provision in West Mercia.

The following pages provide funding summaries for the budget allocations for 21/22 for victims and prevention and reducing offending so far this year. Funding allocations for 2022/32 will be determined as per the 2022/23 budget setting.

### West Mercia Victim Service Provision 21/22

Service	Provider	Amount funded 21/22
<b>Victim Advice Line</b> – Provision of a Single Point of contact for victims of crime in West Mercia, providing emotional and practical support via telephone	West Mercia Constabulary	£696,736
Provision of face to face emotional and practical <b>support for victims of crime</b> in West Mercia working with the Victim Advice Line	Victim Support	£408,346
Provision of <b>Independent Sexual Violence Advocates</b> , who provide specialist tailored emotional and practical support to victims and survivors of sexual violence.	West Mercia Rape & Sexual Abuse Support Centre	£1,431,703
Provision of <b>Independent Sexual Violence Advocates</b> , who provide specialist tailored emotional and practical support to victims and survivors of sexual violence.	AXIS Counselling	£222,609
CSE specialist support will provide tailored 1:1 and group educative approaches and support to CYP aged 5 + affected by sexual abuse or exploitation.	West Mercia Rape & Sexual Abuse Support Centre (Shropshire, Herefordshire and Worcestershire)	£305,000
Provision of <b>Independent Domestic Violence Advisers</b> to provide emotional, practical and advocacy support to victims of domestic abuse in West Mercia	West Mercia Women's Aid	£795,020
Provision of <b>Domestic Abuse CYP workers</b> , supporting CYP who have been affected by domestic abuse	West Mercia Women's Aid	£41,200
Provision of additional <b>IDVA support</b> for DRIVE programme (Hfds)	West Mercia Women's Aid	£71,110
Provision for both DRIVE in Worcestershire and Herefordshire who will offer support to the DRIVE programme in various capacities	Drive Central Team	£17,500
Provision of <b>Children and Young Person's workers</b> , to support CYP whose parents/guardians are accessing DRIVE programme (Worcs)	West Mercia Women's Aid	£29,968
Domestic Abuse Sanctuary provision	Telford & Wrekin Council (CSP funding)	£5,000

PCC contribution to multi-agency commissioning arrangement to the provision of a comprehensive <b>paediatric sexual assault service</b> covering both acute and historic cases for children and young people up to the age of 18.	Mountain Healthcare (via NHS England regional commissioning arrangement)	£129,169
A new and innovative support and information service for victims of serious injury collisions, working closely with local police and based within the West Mercia Victim Advice Line.	RoadPeace	£73,518
MoJ funding for victims of domestic abuse & sexual violence	Multiple organisations	£241,711
<b>Total</b>		<b>£4,468,590</b>

Early Intervention/Prevention and Reducing Offending initiatives 21/22			
Service	Provider	Thematic Area	Amount funded 21/22
We Don't Buy Crime project Neighbourhood Watch Scheme Safer Streets (round 2)	West Mercia Police West Mercia Police West Mercia Police	Acquisitive Crime	£1,119,395
Business Rural and Cyber Crime Officers Business and Rural Crime Project Money	West Mercia Police West Mercia Police	Business and Rural Crime	£190,000
CLIMB service Get Safe Link Workers TCS Steer Clear Link Worker	The Children's Society Worcestershire County Council The Children's Society	CCE	£641,979
Get Safe Online Neuro-diverse Cyber Security training	Get Safe Online Ltd UK Cyber Security Forum	Cyber	£3,000

DRIVE project – Worcestershire and Herefordshire	Partnership between PCC, Worcestershire County Council, Herefordshire County Council, West Mercia Police, Drive and Cranstoun	Domestic Abuse – offending	£234,283
Women’s LINC Project Diversion & Themed Programmes Remember Veterans Project Future is Now Support for prison in-reach caseworkers O OCD Anger & Anxiety Management Telford Safer & Stronger Communities	Willowdene Youth Justice Service YSS Severn Arts SSAFA  WMPCC Telford & Wrekin Council	Reducing Offending	£726,825
MORSE Project  CCF Safer Roads fund Pathfinder project	YSS, HWFRS, SFRS, West Mercia Police Multiple Organisations U17 Drivers Pathfinder Ltd	Road Safety	£440,742
Knife Angel (Herefordshire)	Knife Angel	Serious Violence	£5,000
SOC Analyst Vulnerability Trainers	West Mercia Police West Mercia Police	SOC	£83,836
Drug Intervention project	Worcestershire County Council Shropshire Council Telford & Wrekin Council Herefordshire Council WMYJS	Substance Misuse	£360,671
Support of operational search and rescue	West Mercia Search & Rescue Royal Life Saving Society	Water Safety	£60,000
Aspire Plus	Aspire Free School Academy Trust	Other	£102,085

Longlands Care Farm Decriminalised Parking	Longlands Care Farm Telford & Wrekin Council		
Contribution towards the provision of CCTV	North Worcestershire Community Safety Partnership South Worcestershire Community Safety Partnership Shropshire Community Safety Partnership Telford & Wrekin Community Safety Partnership Herefordshire Community Safety Partnership	CCTV	£189,580
Contribution towards Community Safety Partnership projects and Partnership Analyst provision	North Worcestershire Community Safety Partnership South Worcestershire Community Safety Partnership Shropshire Community Safety Partnership Telford & Wrekin Community Safety Partnership Herefordshire Community Safety Partnership	CSP	£636,541
Commissioner's Community Fund	Multiple organisations	CCF	£150,000
<b>Total</b>			<b>£4,943,937</b>