



**POLICE & CRIME  
COMMISSIONER  
for Leicestershire**

Prevention | Partnership | Protection

# Commissioning Framework 2017-2018



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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 work-streams continually improves the way in which it delivers services to the public - but most particularly victims of crime and vulnerable members of our society.

A key part of this determination is my intention to enhance the commissioning arrangements currently in place. This will include the provision of some additional funding, simplification of the Commissioning Framework and, where possible, longer term arrangements.

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 increase the funding available through my Office to better enable these organisations to meet the key objectives within my Police and Crime Plan.

The focus on the provision of first class support for victims of crime is of paramount importance. This is why, in line with my Police and Crime Plan, I intend to consult with partners, wider stakeholders and crucially, victims themselves, to ensure that this service is tailored to, and meets the needs of, individuals unfortunate enough to be a victim of crime. The feedback will help me reshape and improve the way in which services are delivered, securing the best possible results from the significant investment in this area.

The voluntary and community sectors also have a vital role in the delivery of my Police and Crime Plan. I do not underestimate this contribution and it is my intention to help them do even more, through grant funding available via an open and accessible process.

I am confident that the refreshed approach to Commissioning will bring a new energy to the whole process, leading to greater, more tangible results on behalf of communities I serve. In everything we do we must demonstrate that funding is being used wisely and providing value for money. I am sure that, together, we can achieve this.

**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, and Value for Money as well as the 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 2017/18 budget and precept is set by the PCC in line with the Police and Crime Plan 2017-21.
- 3.2 Included within this, the commissioning budget for 2017/18 is anticipated to be £4.668m<sup>1</sup> which is an increase from 2016/17.
- 3.3 Significant changes for this year include:
- **Partnership Locality Fund** – an additional £50k allocated across Community Safety Partnerships to be targeted towards grass roots organisations in their communities
  - **Troubled Families programmes** – an additional £50k allocated across the three troubled families teams (Think Family - City, Supporting Leicestershire Families and Changing Lives - Rutland)
  - **Out of Court disposals** – an investment of over £60k in behavioural change programmes for offenders
  - **Grants funding** – an investment of £576k to cover both a Grants programme and emergent issues/innovative ideas
  - **Integrated Offender Management (IOM)** – A £50k reduction in funding in recognition of the IOM reserves already held.

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<sup>1</sup> This number includes assumptions made concerning the 2016/17 outturn against budget and is subject to review for the remainder of the financial year.

3.4 Commissioning spend over 2017/18 is set out in appendix A.

#### **4. Getting results**

4.1 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 so that we can confidently report on the results being delivered by our services.

4.2 It is recognised that partners may have difficulties in identifying and measuring the impact of their proposed initiative(s). The Commissioning Framework has been designed to be an operational tool that strives to keep performance measurement processes as simple as possible.

4.3 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.

#### **5. Value for Money**

5.1 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
- 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

#### **6. Viable Partnerships**

6.1 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.

## **7. Simplification of commissioning arrangements**

7.1 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 simplify commissioning arrangements so as to reduce to a minimum the on 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:

- Make grants available that are simple and easy to apply for
- Reduce the contractual and monitoring burden on local authorities who evidently already have sufficient processes in place to assure proper provision of services. This will include the reduction down to a single contract per local authority (apart from in exceptional circumstances) and greater use of Community Safety Partnerships in assessing and demonstrating the results delivered by funded services.
- 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 (i.e. 2 years plus) to local authorities (and other organisations as appropriate) where the level of Central Government funding enables this

## **8. Victims, Vulnerability, and Crime Prevention**

8.1 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. In addition the PCC will:

- Undertake a victims review to remodel the system of victim's services. This will include the production of a Victim's strategy
- Work regionally to ensure the continued provision of Sexual Abuse Referral Centre services

## Appendix A

## Commissioning Budget 2017/18

Service name	Delivery organisation	Provision	17/18 proposed costs (£)	Geographical reach
<b>VICTIMS</b>				
<b>Victim First</b>	Catch 22	Generic victim support - contract up until 30th September 2017	307,849	LLR
<b>Target Hardening</b>	24/7 Locks	Target hardening via UAVA or Victim First - contract up until 30th September 2017	43,636	LLR
<b>Child Independent Sexual Violence Advocate (ChISVA)</b>	FreeVA	Support/Advocacy for child victims of sexual violence - contract up until 30th June 2017	11,224	LLR
<b>Mental Health in Victim First</b>	Leicester Partnership Trust	Specialist mental health support and signposting within Victim First - contract up until 30th September 2017	10,746	LLR
<b>Hardship fund</b>	Catch 22	Hardship fund for use within Victim First - contract up until 30th September 2017	5,000	LLR
<b>Victims Services (Inc. Victim First, Target Hardening , Mental Health, Hardship Fund and Child Independent Sexual Violence Advocate)</b>	Various – To be confirmed via strategic commissioning review	System of victims services provision to replace provision above which only lasts for part of 2017/18	416,324	LLR
<b>Sexual and domestic violence information and support service</b>	United Against Violence and Abuse (UAVA)	Sexual and domestic violence Victim support	396,002	LLR
<b>Domestic violence 360 support</b>	Living Without Abuse	Proactive engagement of repeat domestic violence victims	189,552	LLR
<b>Sexual Abuse Referral Centre (SARC) - Juniper Lodge</b>	Force	Forensic examination and emotional/practical support/advocacy	67,906	LLR
<b>Victims sub-total</b>			<b>1,448,239</b>	
<b>VULNERABLE</b>				



<b>Specialist substance misuse - City</b>	Turning Point	Substance misuse support	335,568	Leicester City
<b>Specialist substance misuse- County</b>	Turning Point	Substance misuse support	111,856	Leicestershire
<b>Rutland subs misuse add on</b>	Turning Point	Substance misuse support	1,485	Rutland
<b>Substance Misuse Out of Court Disposals mandated sessions</b>	Turning Point	Behaviour change sessions	8,307	LLR
<b>Substance misuse - Force side</b>	Force	Drugs officers and other staff	216,405	LLR
<b>Anchor Centre/Recovery Hub</b>	Inclusion Healthcare (via Leicester City Council)	Wet centre and recovery hub for street drinkers	34,000	Leicester City
<b>Safeguarding Boards- City (Adults And Children)</b>	Leicester City Council	Contribution to statutory function	52,445*	Leicester City
<b>Safeguarding Boards- County + Rutland (Adults And Children)</b>	Leicestershire County Council	Contribution to statutory function	51,915	Leicestershire and Rutland
<b>Child Sexual Exploitation (CSE) Return interview post</b>	Barnardo's (via Leicester City Council)	Interviews and brief support for missing children who have returned	48,200	LLR
<b>Vulnerable sub-total</b>			<b>860,181</b>	
<b>PREVENTION</b>				
<b>Integrated Offender management (IOM)</b>	Force	Partnership approach to managing prolific offenders	358,000	LLR
<b>Police officer to support City and County Youth Offending Service</b>	Force	Co-located officers in Youth Offending Service teams	162,554	LLR
<b>Youth Offending Service (YOS) contribution - City</b>	Leicester City Council	Contribution to YOS costs	84,446	Leicester City
<b>Youth Offending Service (YOS) contribution - County + Rutland</b>	Leicestershire County Council	Contribution to YOS costs	77,934	Leicestershire and Rutland
<b>Youth Prevention and Diversion</b>	Districts, Boroughs and Leicester City councils -	Positive engagement and diversion for at risk (deter young offenders) or First Time Entrants to YOS	139,675	LLR

	split in the same way as it currently is			
<b>Think Family (city)</b>	Leicester City Council	Contribution to troubled Families programme	114,750	Leicester City
<b>Supporting Leicestershire Families</b>	Leicestershire County Council	Contribution to troubled Families programme	101,250	Leicestershire
<b>Changing Lives - Rutland</b>	Rutland Council	Contribution to troubled Families programme	9,000	Rutland
<b>Leicestershire Cares</b>	Leicestershire Cares	Empowering ex-offenders to access employment	40,000	LLR
<b>Multi Agency Public Protection Arrangements (MAPPA)</b>	Force	Partnership approach to managing high risk offenders	34,029	LLR
<b>Conditional Cautioning And Relationship Abuse (C<sub>2</sub>ARA) domestic violence perpetrator project</b>	The Hampton Trust	Behaviour change sessions	19,800	LLR
<b>Female Offenders Out of Court Disposals mandated sessions</b>	New Dawn New Day	Behaviour change sessions	32,050	LLR
<b>Crimestoppers</b>	Crimestoppers	Contribution to their core service	28,023	LLR
<b>Domestic Homicide Reviews - City</b>	Leicester City Council	Facilitating statutory reviews into domestic homicides	16,000	Leicester City
<b>Domestic Homicide Reviews - County</b>	Leicestershire County Council	Facilitating statutory reviews into domestic homicides	16,000	Leicestershire and Rutland
<b>Makes Moves - Charnwood</b>	Go-Getta Community Interest Company (CIC)	Young people's prevention and diversion - contract ends 30th June 2017	8,683.75	Sub - Leicestershire
<b>Makes Moves - Loughborough</b>	Go-Getta CIC	Young people's prevention and diversion - contract ends 30th June 2017	6,366.25	Sub - Leicestershire
<b>Street Sport</b>	Community Projects Plus	Young people's prevention and diversion - contract ends 30th June 2017	5,950.00	Sub - Leicester City

<b>Changing Tracks</b>	Pedestrian Limited	Young people's prevention and diversion - contract ends 30th June 2017	4,403.00	Sub - Leicester City
<b>Pay it Forward</b>	Pedestrian Limited	Young people's prevention and diversion - contract ends 30th June 2017	3,958.75	Sub - Leicestershire
<b>Local resilience forum</b>	Leicestershire County Council	Contribution to statutory function	6,536	LLR
<b>Prevention sub-total</b>			<b>1,269,409</b>	
<b>CROSS CUTTING/PARTNERSHIP</b>				
<b>Grants and emergent issues/innovative ideas fund</b>	To be confirmed	Including PCC grants, youth mentoring, homelessness, hate crime and capacity building of the Voluntary and Community Sector (VCS)	575,530	LLR
<b>Partnership Locality Fund</b>	Districts, Boroughs, Rutland and City councils	Activity related to Community Safety Partnership plans	500,000	LLR
<b>Youth Commission/Young Adults Project (YAP)</b>	PCC's office	Facilitating young people influencing police and reducing reoffending provision	15,000	LLR
<b>Cross cutting sub-total</b>			<b>1,090,530</b>	
<b>Grand total</b>			<b>4,668,359</b>	

\* The PCC is still negotiating the exact contribution to Leicester City Safeguarding Boards for 2017/18.

## Appendix B

### Glossary

C <sub>2</sub> ARA	Conditional Cautioning And Relationship Abuse
ChISVA	Child Independent Sexual Violence Advocate
CIC	Community Interest Company
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
PCC	Police and Crime Commissioner
SARC	Sexual Abuse Referral Centre
UAVA	United Against Violence and Abuse
VCS	Voluntary and Community Sector
YAP	Young Adults Project
YOS	Youth Offending Service