



POLICE AND CRIME COMMISSIONER FOR LANCASHIRE

FUNDING AND COMMISSIONING FRAMEWORK

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This framework sets out the principles and standards that the Commissioner will apply to the commissioning of services and projects that support the delivery of policing and community safety priorities as detailed in the Commissioner's Police and Crime Plan.

The Commissioner will seek to ensure that the same principles and standards are applied to any joint or co-commissioning agreements that are made with partners and other organisations.

Commissioning is both a business model and a cyclical planning process. It is an organisational tool to prioritise the most effective use of resources to deliver better outcomes for users. It provides a mechanism to bring agencies together to meet identified needs, support the development of a coherent Police and Crime Plan and support the Commissioner in delivering the priorities and pledges within the Plan.

Key Principles in Lancashire

Supporting Commissioner's strategic Aims:

The use of any funding held by the Commissioner must be seen to support the Aims outlined in the Police and Crime Plan:

- Re-assurance – improving trust and confidence in local communities
- Reducing Crime
- Reducing re-offending

Funding should also support partnership working, aim to improve service delivery and ensure that it is used in an effective and efficient manner securing value for money for both the Commissioner and the residents of Lancashire.

As well as delivering value for money partners should be mindful of the social value of any commissioning and ensure that support for local communities and groups is taken into account when commissioning services.

Commissioner's Priorities:

To enable funding to be focused within these Aims it is expected that one or more of the current Priorities set out by the Commissioner in the current Police and Crime Plan will also be supported:

1. Defend frontline policing – in particular:
 - Supporting development of the role of Special Constables and volunteers and the roll out of the Cadet Scheme
2. Champion the rights of all victims – in particular:
 - Give victims and witnesses a voice in the wider criminal justice system and ensure that they get the help and support they need.

Commissioner's Priorities continued

- Identify and address the causes of dissatisfaction and complaint with services received by victims
 - Work with voluntary agencies to improve support for victims
3. Protect vulnerable people – in particular:
- Ensure Domestic Abuse services are a priority
 - Working with agencies to ensure vulnerable children are protected and that Child Sexual Exploitation services are supported
 - Tackle all forms of abuse through the provision of a police and partnership response to meet the need of the individual and challenge the behaviour of the offender
 - All types of hate Crime are tackled and victims supported
4. Promote targeted initiatives to contribute to tackling crime and re-offending – in particular:
- Ensure a swift and effective response to reports of ASB
 - Tackle violent crime, especially where it is linked to the night time economy.
 - Tackle business and rural crime
 - Promote partnership approach to reducing re-offending
 - Promote and develop opportunities for local communities, businesses and the voluntary, faith and community sector to work together to tackle crime.

Within these Priorities, and where it is both practical and realistic, funding should be used to support upstream or early intervention work as well as tackling the issues once they have occurred and have an impact on the communities of Lancashire.

Commissioner's Principles:

The Commissioner has established a number of key principles that will underpin and guide any commissioning that is undertaken by or on behalf of the Commissioner.

1. Evidence Base:
All proposed commissioning should be supported by both evidence of need and evidence of the effectiveness of the proposed approach. Where a 'pilot' model is proposed evidence of research supporting the particular approach should be provided.
2. Supporting Communities:
Where possible delivery of services, projects and programmes should be undertaken in partnership with local communities. The commissioning process should look to enable communities to identify ways of managing and meeting their own needs, either with or without the support of agencies.
3. Protecting Children and Vulnerable People:
Where applicable, commissioning should be able to demonstrate effective safeguarding of children and vulnerable people and must not be delivered in a way which is likely to have a negative impact on any groups or sectors

within the community. Statutory equality and diversity requirements must also be taken into account when commissioning services and projects.

Commissioner's Outcomes:

All commissioning and funding should deliver outcomes that support the Commissioner's Aims and Priorities. Where a service or project is focussed on a particular area priorities agreed by the relevant Community Safety Partnership(s) or other relevant bodies should also be supported by the outcomes.

Partnership Approach:

The Commissioner's approach to funding is to work with partners to agree Achievements and Outcomes and to support partners in delivering against both the Commissioner's and partners priorities.

To support this approach the Commissioner would wish to be represented on any relevant partnerships and strategic or management boards.

Joint or Co-Commissioning:

In most areas of community safety business the Commissioner will seek to work with other statutory agencies and partners to deliver services and activities that contribute to the Strategic Aims and support the Priority Outcomes.

The preferred option will be for the commissioning work to be undertaken by existing structures and organisations where they exist, and where they have a proven track record of delivering in an effective and efficient manner. It is not the intention of the Commissioner to undertake the direct commissioning of services or activities, unless there is a clear need and this is not being addressed by existing structures and organisations.

Funding Limitations, Restriction and Conditions:

Whilst the Commissioner has sought to adopt a "light touch" approach to commissioning and funding there are a number of conditions and limitations that will apply to all commissioning and funding.

1. Commissioner funding may not be used for expenditure directly related to police officer pay or overtime, or for costs incurred with operating local partnerships or forums.
2. Where possible, funding should be used for projects and initiatives that give added value to, or in support of existing mainstream activity.
3. To ensure there is a clear and transparent commissioning process details of all services and projects commissioned or funded by the Commissioner will be published on the Commissioner's website and included in the Commissioner's Annual Report. Any sensitive personal or business data will be removed or redacted prior to publication.
4. Partner organisation or partnerships granted funding by the Commissioner are required to retain the following information for a period of at least six years after the end of the funding period:
 - Original invoices and/or receipts
 - Record of relevant meetings
 - Copies of accounts and deeds

- Any other relevant documentation

The above may be retained in either written or electronic form.

Commissioning and Funding Process in Lancashire

Commissioning Cycle:

It is expected that partners will employ the commissioning cycle principle of UNDERSTAND – PLAN – DO – REVIEW.

This provides a relatively simple model which captures the key elements of the commissioning process whilst providing a flexible and adaptable approach to commissioning.

UNDERSTAND	<ul style="list-style-type: none"> • Information gathered from a range of sources to identify the needs and issues for which services and projects are required. • Ongoing dialogue with partners, partnerships and local community. • Identify links to priorities in existing strategies and plans, including the Commissioner's Police and Crime Plan.
PLAN	<ul style="list-style-type: none"> • Discussion between partners and partnerships and the Commissioner's office areas of work – e.g. projects and initiatives – that will support the needs and issues identified.
DO	<ul style="list-style-type: none"> • Agree commissioning or co-commissioning schemes with partners and partnerships and provide funding where agreed.
REVIEW	<ul style="list-style-type: none"> • Attendance by the Office of the Police and Crime Commissioner at partner management boards and partnerships provides opportunity for ongoing monitoring of delivery against PCC funding. • Partners own performance management frameworks are used to monitor and review delivery against the agreed outcomes. • Year End Assessment forms for funding and co-commissioning schemes will provide a Review opportunity at the end of the funding period.

Achievements, Outcomes and Outputs:

To performance manage the use of funding or the effectiveness of a co-commissioning structure the Commissioner will agree 'Achievements' or Outcomes that the funding will achieve alongside a range of agreed quantitative/numeric outputs. These should be able to demonstrate clear links to the Commissioner's Aims and Priorities.

The Commissioner may require quarterly as well as year end reports on the use of the funding which will demonstrate support for the agreed Achievements and Outcomes.

Outcomes should be based on the "SMART" principles.

It is recognised that in some situations determining a direct link between an Achievement or Outcome and the funding may not be obvious or easy. In these situations the Achievements or Outcomes will be determined by agreement with the Office of the Police and Crime Commissioner.

The Process:

The intention is that the process for agreeing funding with partners or establishing a joint or co-commissioning structure will take a "light touch" approach and will operate on the basis of a trusting and open partnership relationship.

The process will follow four stages:

- Stage 1: Discussions will take place between the Office of the Police and Crime Commissioner and groups or organisations seeking funding or looking to develop a co-commissioning structure. These will agree areas of work proposed for funding or co-commissioning and identify Aims and Priorities to be supported.
- Stage 2: Details of the proposed use of funding to be provided to the Office of the Police and Crime Commissioner through the Funding Agreement Form or a letter of agreement, depending on the nature of the initiative or project being funded
- Stage 3: Once approved a formal letter/e-letter of notification will be sent to the Senior Officer at the Organisation detailed on the Form. Funding will be paid on a phased basis, usually in arrears, depending on the level of funding and may be subject to the receipt of quarterly or mid-year reports on the use of the funding.
- Stage 4: A Year End Assessment will be used, unless the initiative or project is scheduled to be completed earlier, in which case an Assessment Form will be sent at an earlier date.

Approaches to Commissioning and Funding:

There are a number of approaches to commissioning and funding that the Commissioner will use for the delivery of services and projects that support the Aims and Priorities in the Police and Crime Plan:

1. Commissioning/co-commissioning specific services or projects;
2. Commissioning/co-commissioning within a priority area of business;
3. Grant funding to partners and/or partnerships
4. Procurement of services in support of priorities, partnership working etc.

Appendix A has further details and examples of these approaches.

Approaches to Commissioning and Funding:

1. Commissioning / Co-commissioning Specific Services or Projects

The Commissioner may look to commission a specific service or project where a clear need has been identified and this will support the delivery of the Aims and Priorities. This would normally be done as a co-commission or joint commission with a partner who has an established commissioning team.

Case Study:

Following discussions with the three Youth Offending Teams a joint triage service has been identified as contributing to the Commissioner's priority of reducing crime and reducing re-offending and is an early intervention style of project. The Commissioner has agreed to fund this specific project

2. Commissioning / Co-commissioning a Priority Area of Business

The Commissioner may look to commission against one or more of the Priority areas without identifying a specific service or project. The Commissioner will work with partners to provide funding either for a specific service or project or as part of joint or pooled funding for a wider range of services.

Case Study:

Domestic Abuse is a key Priority for the Commissioner and he has contributed to a pooled funding approach to delivering Domestic Abuse services in the Lancashire 12 area. A wide range of partner agencies will deliver core services identified from a joint strategic needs assessment from the pooled fund.

3. Grant Funding to Partners and Partnerships

The Commissioner may provide grant funding for partner organisations or partnerships. Use of the grant funding will be agreed with the Commissioner and will be subject to evidencing support for the Commissioner's Aims and Priorities as well as support locally identified priorities. Grant funding will normally be provide for short term projects and will be used within the year in which it is allocated.

Case Study:

A £10,000 grant has been allocated to each of the district Community Safety Partnerships. Use of the funding has ranged from supporting ASB and criminal damage projects around the Bonfire Night / Halloween period to widening the local cohort of families supported by the Working Together With Families programme.

4. Procurement of Services which Support Priorities and Partnership Working

The Commissioner may look to fund specific services where these support the Aims and Priorities or partnership working. In some cases these may be existing services which the Commissioner agrees to fund or the procurement of a new or additional service.

Case Study:

Analytical support for partners is assisted by the Multi Agency Data Exchange (MADE) website and the provision of TIIG data. Both these services have been funded or part funded by the Commissioner as a service provision for partners.