



Commissioning Strategy

June 2018

Durham Police Crime & Victims' Commissioner's Vision 2021

County Durham and Darlington are areas where all communities are safe, victims and vulnerable people feel supported, crime and re-offending are low, and people have confidence in policing and the criminal justice system.

Introduction

1. This Commissioning Strategy sets out how I will commission services in order to support the delivery of the Police, Crime and Victims' Plan and its four outcomes:
 - Communities are safe and crime is reduced
 - Victims and the vulnerable feel supported
 - Re-offending is reduced and rehabilitation is improved
 - People have confidence in the Police and the Criminal Justice System
2. There are three groups of local services which need to be in place in order to make a reality of the PCVC's vision 2021: the Police service, Local Criminal Justice Services, and community-based services to prevent crime and anti-social behaviour and keep communities safe.
3. Commissioning forms a crucial part of establishing, maintaining and improving these local services, and ensuring that they are producing the outcomes that communities need. Commissioning involves understanding where gaps exist and what services are necessary, working in partnership to ensure they are delivered well, and evaluating their effectiveness.
4. The table below sets out how commissioning contributes to the three key service areas:

| Service Area | PCVC key activities |
|---|--|
| Policing: An Outstanding Constabulary which delivers efficient and effective | i. Set strategic objectives for the Chief Constable; |

| Service Area | PCVC key activities |
|--|--|
| policing, inspires confidence, supports victims, tackles crime, solves problems and keeps communities safe. | <ul style="list-style-type: none"> ii. Hold him to account for delivery; iii. Set the budget for Durham Constabulary. |
| Local Criminal Justice System: An end-to-end local criminal justice system which delivers justice and rehabilitation efficiently, supports victims at every stage, and works in partnership and across agency boundaries to reduce reoffending. | <ul style="list-style-type: none"> i. Set strategic objectives and a programme for change through a local criminal justice plan; ii. Commission and influence services to empower victims and enable them to cope and recover; and iii. Commission and influence services to reduce reoffending and support rehabilitation. |
| Community Safety and Prevention: Effective and efficient local services, delivered in partnership to prevent crime and the causes of crime, promote community safety, and reduce demand in the long term. | <ul style="list-style-type: none"> i. Commission and grant fund community safety programmes; ii. Work in partnership to secure services that support prevention and early intervention; and iii. Influence partnership plans. |

5. Police and Crime Commissioners (PCCs) were elected across England and Wales in November 2012 following the introduction of the Police Reform and Social Responsibility Act 2011 replacing Police Authorities.
6. PCCs have significantly wider responsibilities that include commissioning services and awarding grants to support delivery of the priorities in accordance with their Police and Crime Plan. PCCs are also increasingly taking a larger role in ensuring that the local criminal justice system is effective, and that all local partners are contributing to reducing crime and keeping communities safe.
7. Each PCC receives funding from the Home Office Police Grant, the local policing precept, and the Ministry of Justice. Beyond providing funding for the police service, under the Police Reform and Social Responsibility Act 2011 the PCVC has a responsibility to “provide or arrange for the provision of:
 - a. Services to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;
 - b. Services to secure crime and disorder reduction;
 - c. Services specified by the Secretary of State”.

The PCVC can therefore allocate funding for activities including community safety and prevention, reducing offending and/or reoffending behaviour, and local victims’ services. It is for the PCVC to decide how to allocate this money, in consultation with local people and partners.

8. The OPCVC has a discretionary budget of just over £2million, including grants which were previously allocated by Durham Constabulary. The PCVC has determined three strategic budgets, based on the areas identified in the table above:
 - Victims services;
 - Reducing reoffending;
 - Community safety and prevention.
9. Prior to 2017-18, many of the PCVC's contributions to other services were based on either bidding processes or legacy allocations (e.g. through the local Community Safety Partnerships). The OPCVC undertook an exercise in 2017 to review our spending and decision-making processes, identify how our spending aligned with the three priorities set out above, and determine how we could move to a more strategic approach to spending and commissioning.
10. This work provides the foundation for a new method of commissioning services. To enable a smooth transition from the previous bidding approach we are maintaining contributions to the existing County Durham and Darlington Community Safety Partnership programmes in 2017-18 and 2018-19. In 2018/19, the OPCVC will move to the new commissioning model and invite the views of partners to the planned commissioning of services (commencing 1st April 2019) from the much larger funding pot than previously attributed to the community safety partnerships.

Our Principles

11. The PCVC's Commissioning Principles are grounded in the self-evident need to spend public money wisely, transparently, and in line with the objectives in the Police, Crime and Victims' Plan.
12. The PCVC will:
 - Work collaboratively with other commissioners to meet local need and achieve best value, by developing priorities that are jointly owned and solutions that facilitate the pooling of skills and expertise and make use of economies of scale;
 - Include stakeholder views in every part of the commissioning cycle to ensure the services commissioned will improve confidence and experience and address specific needs and outcomes;
 - Ensure robust financial arrangements and control mechanisms are in place to regularly review and make timely adjustments as needed to contractual arrangements;
 - Embrace the principle of equal opportunities, striving to encourage equity, equality and recognition of diversity in the provision of services that respond to the different needs and service requirements of people regardless of gender, race, disability, age, religious belief, marital status, ethnic origin, sexual orientation or gender identity;

- Be open and transparent about processes and decisions;
 - Make decisions based on evidence derived from a variety of sources.
13. In circumstances where we have evidence that service provision is limited or does not exist, the PCVC is actively exploring ways in which combining our resources and co-commissioning with private, public and third sector organisations can enable more services to be provided with our existing resources.
 14. The voluntary and community sector is providing valuable support to vulnerable people in our communities, often taking referrals from public sector agencies or helping those who do not want to refer themselves to the same agencies. The PCVC is proactively contributing to the sustainable development of local voluntary and community sector organisations through targeted business support and grant funding pilots for new services.

What Success Looks Like

15. Successful commissioning involves deciding how to use the total resources available to achieve agreed outcomes in the most efficient, effective and sustainable way. We intend to measure the success of our commissioning, whether targeting resources independently or working jointly with partners, by how well we have improved outcomes for our local communities and service users. How we assess success will depend on the client group or community receiving a service. We will talk directly with each grant recipient or service provider and agree meaningful performance data to ensure that the measures reflect the true impact for the beneficiaries.
16. All services that we commission must contribute to the four Police, Crime and Victims' Plan outcomes and have a positive impact on the answers to the Key Performance Questions (KPQs) that underpin them. Those KPQs are:

| | |
|------|---|
| KPQ1 | How safe are our communities? |
| KPQ2 | How well are we preventing and reducing crime? |
| KPQ3 | How well are victims supported to cope and recover, and engage in criminal justice processes? |
| KPQ4 | How well are vulnerable people supported? |
| KPQ5 | How well are we reducing re-offending? |
| KPQ6 | How well are we rehabilitating people who have offended? |
| KPQ7 | How confident are people in the Criminal Justice System? |
| KPQ8 | How confident are people in the Police? |

17. There are many partners who commission services which contribute to our shared objectives, including local authorities and health commissioners. A crucial part of our work is understanding what is in place, who commissions what, what guidance and constraints exist, and what gaps there are.

The Commissioning Process

18. The commissioning process will follow a plan, do and review cycle, put outcomes for users at the heart of our thinking and seek to achieve the best value for the use of public monies.
19. For the planning stage the PCVC is committed:
 - To involve individual residents, service users, partners, local communities and other stakeholders in the decision-making – including through advice and consultation with partnership groups such as the Community Safety Partnerships, Victims and Witnesses Group, Reducing Reoffending Group, and Health and Justice Partnership;
 - To identify the needs of our local population and how these may change over time by listening to our communities and partners;
 - To take account of all evidence that is available from local, regional and national sources;
 - To seek and exploit opportunities for collaboration where this would improve outcomes or value for money.
20. For the doing stage, the PCVC recognises that:
 - Co-ordination across a range of services such as the criminal justice system, health, housing, community safety, welfare rights, employment, education and access to information and advice are vital to ensuring positive outcomes;
 - The successful delivery of a better deal for our local community depends on partners working together to effectively identify and meet need;
 - By working with service providers, we will be able to react quickly to intelligence and create new and innovative approaches to meet needs;
 - Effective partnership working will support the achievement of shared objectives and reduce waste and duplication;
 - Identifying and agreeing joint commissioning priorities where appropriate will also be a key feature of our commissioning activities.
21. For the review stage is important that we have measures in place:
 - To identify the level of success there has been with the activities we are undertaking to achieve our goals;
 - To ensure quality of service and continuous improvement.

The Future

22. This strategy is driven by the needs of County Durham and Darlington as set out in the Police, Crime and Victims' Plan, defined by local, regional and national priorities and underpinned by a commitment to partnership working.
23. Going forward the PCVC will work in collaboration with partners and neighbouring PCCs across the North East and continue to embed the views and expectations of the public and partners into the delivery and development of services.
24. Robust governance and monitoring arrangements will ensure continual assessment of progress against plans and this will include formulating stakeholder feedback throughout the year, monitoring performance and measuring the impact of outcomes.
25. The PCVC is taking a confident and ambitious approach to the delivery of this strategy and believes it reflects the aspiration to deliver a better deal for residents of County Durham and Darlington.

Appendix 1: Commissioning Delivery Plan

The next table sets out the services we are funding for each of the three strategic priorities:

- Victims Services;
- Reducing Reoffending; and
- Community Safety and Prevention.

It shows

- the area of spend
- what it we are trying to achieve with that spending
- the Police, Crime and Victims' Plan Key Performance Question to which the spend relates
- how we allocate the funding
- the level of spending involved.

Much of the PCVC's commissioning activity should help to achieve the key outcomes around increasing community safety, and confidence in policing. Other commissioned activity is more focused towards specific KPQs, as indicated in the table below.

| Victims Services | | | | |
|---|---|------|---|----------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| Victim referral, assessment and support | Provide victims with access to a service that helps them to cope and recover from the impact of a crime | 3 | Assessing need and procuring a service in partnership with Cleveland OPCC | £289,000 |
| Recovery from domestic abuse service | Provide adults and children with access to a service that helps them to recover from domestic abuse | 3, 4 | Contributing to an existing contract at Darlington, and working with partners to consolidate, enhance and fund existing services and commission appropriate services where a need has been identified | £21,000 |
| Advocacy service | Provide a support and advocacy service for individuals who have been a victim of hate crime, some of whom may not always approach the authorities with their concerns | 3, 4 | Assessing need and appointing a service provider after completing a procurement exercise | £30,000 |

| Victims Services | | | | |
|--|--|------------|--|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| Forced marriage, honour-based violence and female genital mutilation | Provide a support service for individuals who have been a victim of forced marriage, honour-based violence or female genital mutilation, who may not always approach the authorities with their concerns | 3, 4 | Assessing need and appointing a service provider after completing a procurement exercise | £25,000 |
| Courts support service | Provide a service to help victims and witnesses impacted by domestic violence navigate their way through the court process | 3, 4 | Grant funding an Independent Domestic Violence Advisor (IDVA) to work in the Remand Court, and the Sexual Violence and Domestic Violence Court | £30,000 |
| Recovery from sexual violence service | Provide a seamless service for children and adults to recover from recent and historic crimes of sexual violence and give them the best possible chance of moving on in their lives | 3 | Working with partners to consolidate, enhance and fund existing services and commission appropriate services where a need has been identified | £174,000 |
| Restorative justice service | To bring peace of mind or closure for a victim who wanted to understand why them and enable them to move on with their life | 3, 4 | The Restorative Hub has been established to provide trained persons (employees and volunteers) who can provide a restorative intervention | £169,900 |

| Reducing Reoffending | | | | |
|-------------------------------|--|------------|--|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| Youth Offending Service (YOS) | Ensure the provision of local youth offending services within the force area; provide a service that intervenes in the early stages of youth offending behaviour to divert that young person | 5, 6 | Financial contributions to and membership of the Management Board for each YOS in the force area; grant funding to enable more Out of Court Disposals for young offenders and directly | £448,900 |

| Reducing Reoffending | | | | |
|--------------------------------------|---|------------|--|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| | away from more serious offending behaviour in the future; and to provide for the mental health and wellbeing of young offenders | | influence their offending behaviours; and contribute to the funding of a Specialist Children's Nurse | |
| Adult offenders mentoring service | Engage in partnership activities to reduce the level of adult reoffending | 5, 6 | Funding of Adult Mentors sited in the Integrated Offender Management Unit, who will work with offenders to change their behaviours | £48,000 |
| Adult offenders diversionary service | Provide a diversionary service that discourages offenders from putting themselves in the circumstances that led to them committing an offence | 5 | The Check Point approach gives offenders the chance to take part in a fixed term contract that will see charges dropped if they comply with the conditions set, but see them charged and go to court if they breach the conditions | £152,600 |
| Gaps in services | | 5, 6, 8 | Commissioning services where we identify gaps in provision to address criminogenic needs | |

| Community Safety and Prevention | | | | |
|--|--|------------|--|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| Community mediation service | To provide a service that intervenes to resolve neighbour disputes and prevent them escalating | 3, 4 | The Restorative Hub has been established to provide trained persons (employees and volunteers) who can mediate a community dispute | £84,900 |
| Helping vulnerable older people | Help vulnerable older people feel safer and less isolated and remove the isolation by enabling contact from volunteers | 1, 4 | Contribution to Age UK Darlington towards a befriending service | £17,000 |

| Community Safety and Prevention | | | | |
|---|--|------------|--|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| | and reducing the risk of vulnerability | | | |
| Supporting community initiatives | Enable local communities to develop innovative and sustainable activities that help to encourage diversionary activities, tackle anti-social behaviour, and tackle harm caused by alcohol, drugs, and violence | 1 | Working in partnership with the County Durham Community Foundation (CDCF), jointly contributing to and establishing the PCVC Community Safety Fund (£150,000) to enable local community organisations to submit bids (annually) | £115,000 |
| Reducing anti-social behaviour | Reduce the levels of anti-social behaviour and prevent escalation to more serious incidents or crimes | 1 | Contribution to Durham County Council's Anti-Social Behaviour Officers Team | £125,300 |
| Community peer mentors | Provide support for vulnerable people who present themselves regularly to the police and emergency services, but have unmet needs that fall below the thresholds for support from appropriate services; safeguard the vulnerable in our communities; and reduce demand on emergency service resources that can be applied to meet other pressing needs | 4, 8 | Development of the Community Peer Mentor Network (volunteers) to receive referrals and, if appropriate, provide a Peer Mentor who has 'walked in the shoes' of the person referred, to help them find a solution to their particular circumstances | £141,300 |
| Children and young people diversionary activities | Ensure that children and young people are diverted from activities that may lead to contact with the criminal justice system | 2 | Contributions to Durham Agency Against Crime to deliver diversionary activities; and working in partnership with CDCF jointly contributing to a Young PCVC Community Safety Fund (£20,000) | £34,000 |
| Voluntary and | Help to maintain and sustain a viable voluntary | 2, 4 | Contribution to Durham Community Action | £10,000 |

| Community Safety and Prevention | | | | |
|--|--|------------|---|--------------|
| Title | What we want to achieve and why | KPQ | How we do it | Spend |
| community sector | and community sector in the force area | | | |
| Reducing hate crime | Change the attitudes and perceptions of individuals and communities that contribute to thoughts and actions leading to hate crime in all its forms | 2, 4 | Grant funding anti-racism education across schools in the force area which is delivered by Show Racism the Red Card | £17,800 |

Appendix 2: Organisations in receipt of spending

This table sets out the grants and contracts made in 2018-19, and the work required in order to inform future decisions about the areas of spend.

Victims Services

| Organisation | Purpose | How Funded | For How Long | Key Activity in 2018/19 |
|--|--|------------|------------------------|---|
| Various (DAAC) and Durham Community Action | Restorative Hub Mini Police PCVC Contributions Community Peer Mentors VCS Infrastructure Support | Grant | Annually | Consolidate, evaluate and determine longer term funding strategy The funding for this comes from Victims & CSP funding |
| Darlington MBC | Domestic Abuse Services | Grant | Annually | DASVEG and co-commissioning of new contract(s) |
| Durham OPCVC | Contribution to MARAC | Grant | Annually | Review as part of DA-WSA and agree longer term strategy |
| Harbour | IDVA Remand Court and SVDV Court | Grant | Annually | |
| DAD | Hate Crime Advocacy for Victims of Crime | Contract | 2 Years plus extension | Monitor and evaluate |
| HALO | Forced Marriage, HBV/FGM | Contract | 2 Years plus extension | Monitor and evaluate |
| Durham OPCVC | Contribution to SARC | Grant | Annually | Plan and mobilise new SARC and co-commission therapeutic services via Strategic Health Group |
| RSACC / ANO | Counselling Provision | Grant | Annually | |
| RSACC | ISVA Provision | Grant | Annually | |
| RSACC / ANO | ISVA Young Children | Grant | Annually | |
| Safe in Tees Valley | Victim Needs Assessment & Referral Service | Contract | 2 Years plus extension | Monitor, develop service and prepare specification for procurement exercise in 2019/20 |
| Safe in Tees Valley | Pilot for Criminal Justice Victim Support Role | Grant | Annually | Setup pilot, evaluate and make decision for longer term |

Community Safety & Prevention

| Organisation | Purpose | How Funded | For How Long | Key Activity in 2018/19 |
|-------------------|---|------------|------------------------|---|
| Age UK Darlington | Good Friends Project Unit 34 Darlington - PCVC Contributions | Grant | Annually | Monitor and evaluate |
| CDCF | PCVC Community Safety Fund | Contract | 3 Years plus extension | Work with new CEO to build an approach to increase grant funding for VCSO |
| CDCF | Young PCVC Community Safety Fund | Contract | 3 Years plus extension | |

| Organisation | Purpose | How Funded | For How Long | Key Activity in 2018/19 |
|---|---|-------------------|---------------------|--|
| Darlington MBC Durham County Council | Adults and Children's Safeguarding Boards | Grant | Annually | Review and advise on level of contribution going forward |
| Darlington MBC | Darlington Partnership Contributions | Grant | Annually | Monitor and evaluate |
| Durham County Council | Junior Road Safety Officer Scheme | Grant | Annually | |
| Durham Pride Grant | Sponsorship for Durham Pride | Grant | Annually | |
| Show Racism the Red Card | Anti-Racism Education in Schools | Grant | Annually | |

Reducing Reoffending

| Organisation | Purpose | How Funded | For How Long | Key Activity in 2018/19 |
|-----------------------------|---|-------------------|---------------------|---|
| Darlington MBC - YOS | Contribution to YOS | Grant | Annually | All of these activities need to be considered in the context of reducing (re)offending and increasing rehabilitation, needing CJS partners to be involved in that process in 2018/19 to help us determine what co-commissioning we may want to do |
| Durham County Council - YOS | Contribution to YOS | Grant | Annually | |
| Durham County Council | CDYOS Specialist Children's Nurse (Ends in 2018/19) | Grant | Annually | |
| Durham County Council | ASB Officers | Grant | Annually | |
| Durham OPCVC | Check Point Project | Grant | Annually | |
| Foundation | Adult IOM Mentor | Grant | Annually | |