

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
27th November 2023	Public Report

Report of Police and Crime Commissioner for Cambridgeshire and Peterborough

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POLICE AND CRIME COMMISSIONER'S APPROACH TO COMMISSIONING AND GRANTS

1. PURPOSE

- 1.1 The purpose of this report is to share with the Cambridgeshire Police and Crime Panel (the “Panel”) details of the Police and Crime Commissioner’s (the “Commissioner”) approach to commissioning and grants.

2. RECOMMENDATION

- 2.1 The Panel is recommended to note the contents of this report.

3. TERMS OF REFERENCE

- 3.1 Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.

Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

- 3.2 This paper also seeks to highlight any future anticipated risks to service provision.

4. BACKGROUND & LEGISLATION

- 4.1 The Commissioner is required to produce a Police and Crime Plan (“the Plan”) which sets out how he will deliver against his statutory role set out in the Police

Reform and Social Responsibility Act 2011 (the “Act”) and the responsibility to put in place support services for victims of crime.

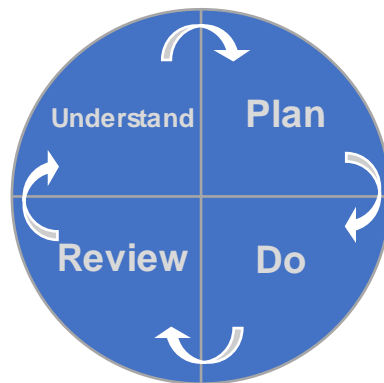
- 4.2 The Plan sets a number of objectives which enable him to deliver his statutory role in a way which reflects the local landscape and the views of the people who live and work in the county.
- 4.3 The approach taken to commissioning and grants has to enable the Commissioner to award funding, from a range of sources, in an agile and responsive way to organisations which help him achieve these objectives. This is also particularly important when the Commissioner acts as ‘grant sponsor’ on behalf of partnership bids to central government funds and receives the funding. The approach allows the Office of the Police and Crime Commissioner (OPCC) staff to ensure it is quickly awarded to the recipients named in the bid with the appropriate outcome monitoring and governance in place.
- 4.4 The approach has been developed within the broader framework of the ‘Financial Regulations for Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners’ (including Contract Standing Orders) which was revised in July 2023.
- 4.5 The Act states that a Police and Crime Commissioner can provide crime and disorder reduction grants:
 - to any person
 - for securing, or contributing to securing, crime and disorder reduction
 - and can make grants subject to any conditions.
- 4.6 Police and Crime Commissioners were given responsibility for commissioning support services for victims of crime in 2014 along with an annual grant. An amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 allows for this.
- 4.7 The OPCC is currently managing **83 different providers** (excluding small grants) across **114 different awards**. This places a demand on the OPCC to ensure the comprehensive central government monitoring returns are completed. For example, the recent six-monthly returns for all Victim Services funding involved compiling 67 documents; editing 14 case studies and completing an eight-tab

Excel spreadsheet (one tab alone is 970 lines long). The Safer Streets 4 and Domestic Abuse Perpetrator programmes meant the team had to ensure 45 different providers submitted financial and outcome monitoring returns and aggregate the information into single returns to the Home Office.

An Internal Audit undertaken by RSM Tenon in 2021 provided ‘**substantial assurance**’ on all aspects of the commissioning and grants function. The approach taken, along with specific commissioning examples, has been shared at national commissioning events and been cited as best practice.

5. THE APPROACH

5.1 The Cambridgeshire OPCC take a ‘commissioning approach’ which is underpinned and guided by the four stages in the **Commissioning Cycle**. This continuous cycle of action and improvement is followed, in a proportionate manner, for every funding award made. For example, this process may take up to six months for a £1m contract but, may be a few conversations for a £2k Youth Fund Award.



There are key actions to be carried out within each phase of the cycle which are detailed below.

5.2 UNDERSTAND

- We will develop a **clear evidence-base of need** - through local needs assessments, engagement with the public, potential service users and partners and mapping of existing provision to prevent duplication.

- We will clearly set out the **outcomes to be achieved** and consider if a new service is required or whether an existing service could be re-commissioned or enhanced to deliver the same outcomes.
- We will work in **partnership** with other agencies trying to deliver the same outcomes and explore if a **co-commissioning** arrangement with a **pooled budget** could lead to a more joined up service provision and deliver economies of scale. For example, our Countywide Rape and Sexual Violence Support Service.
- We will consider how a new service or provision might be co-dependant on other agencies and will ensure there are **seamless pathways** between them.
- We will ensure all support services for victims of crime are victim-focused and led and responsive to their needs.
- We will support and encourage early intervention and preventative ideas.

PLAN

- We will ensure **equitable countywide provision** of services (unless funding is being awarded to a small area to respond to a bespoke local need).
- Where possible we will provide opportunities for service users, potential providers and partner agencies to **co-design** services or feedback on service specifications and will support innovation.
- We will develop **outcome measures** in consultation with the provider to enable them to show they are meeting the identified need and delivering the required outcomes. We developed clear outcome frameworks to accompany all three proposals into the Safer Streets 5 Fund.
- We will proactively seek to enhance local service provision by leading/ supporting applications to new funding streams. For example, the recent application for £1m Safer Streets Fund.

DO

- We will support the use of **local suppliers** and recognise the added value provided by local third sector service providers through **social value**. For example if Road Victims Trust continue to contribute ‘volunteer’ counselling

hours at the rate level as Q1&2 they will have match funded 94% of their core funding award through social value.

- We will adhere to the local Financial Regulations and Contract Standing Orders in cases where multiple providers could deliver a pre-planned for service. This sets out:
 - £0-£6,000 – one written quote
 - £5,000 - £60,000 – three written quotes
 - £60,000 and above – competitive tender
- We will ensure equality of opportunity **by transparently** advertising all open funding opportunities on our website and on Contract Finder where the contract value exceeds £60,000. The funding envelope and quality vs cost split will be clearly shown.
- We will hold **Market Engagement** events where they add value.
- We will only use **Single Tender Agreements** - where a single provider has been proven to deliver the best outcomes for the service or where a bid has been developed in partnership.
- We will ensure an independent member sits on all **tender evaluation** panels. Service users will be invited to engage in the process where possible.
- We will endeavour to **award multi-year contracts** recognising that short-term funding destabilises providers and makes it challenging to recruit into posts.

REVIEW (Contract Management)

- We will ensure outcome reporting is **proportionate** to the size of the funding awarded – as a minimum all recipients will be required to submit a six-monthly monitoring return to demonstrate how the funding is delivering the agreed outcomes.
- We will invite all recipients of funding over £10k to a **six-monthly monitoring** (three monthly for victim services) meeting and maintain two-way dialogue so emerging issues on either side can be flagged and collaboratively addressed before they impact upon the delivery of outcomes.
- We will **listen to and consider the views** of service users and partners – for example a recent three stage Sexual Assault Referral Centre (“SARC”) Engagement Project to inform the re-commissioning process.

- We will support all victim support services to **share learning and best practice** by arranging regular Provider Forums – the most recent held September 2023.
- We will **de-commission** services which are shown not to be meeting their outcomes or the needs of service users. This will be done in partnership with the provider and appropriate risk assessments will be carried out.

Funding is awarded as either through a grant, contract, contribution to a co-commissioned contract or a paid invoice. Where the OPCC receives funding which is for a statutory agency for a specific provision, which has already been agreed, then this may be awarded through a Memorandum of Understanding.

6. THE RESOURCES

6.1 The Commissioner has access to a number of funding streams from which awards can be made which contribute to the delivery of the objectives within the Plan. This includes:

- an annual grant from the **Ministry of Justice** to fund services for **victims of crime** (this is often bolstered by bid-for funds in-year);
- additional bids for funding from the **Home Office** – such **Safer Streets Funding, Domestic Abuse Perpetrator Funding** and the Devolved Rape Support Funds;
- funding awarded by the Home Office to achieve a specific outcome which the OPCC has to facilitate such as the **Serious Violence Duty Fund**; a **Crime and Disorder Reduction Fund** – this has to be taken from the main police grant and funds Cambridgeshire Constabulary's statutory contributions to partnership working. This year these statutory contributions were made direct by the Constabulary therefore they retained the funding previously allocated to the Safeguarding Boards, Youth Offending Service and MAPPA (Multi Agency Public Protection Arrangements). Awards made from this fund must be proven to reduce crime and disorder, contribute towards delivery of the Plan and/or reduce police demand. This is why we follow the commissioning approach and ask for evidence of how something is making a difference. Following success in an initial roll-out to four areas, an initiative to enable Community Safety Partnerships to listen and respond to the concerns of local people concerned about crime and disorder is expected to be

countywide in the coming months. Funding for local 'problem solving posts' is ensuring issues the matter most to local people, such as fly tipping or anti-social behaviour, are addressed in a timely way.

- a **Casualty Reduction and Support Reserve** – which can only be used for activities which prevent road crashes and **promote road safety**; and
- a **Youth Fund** and a **Safer Communities Fund** – which is available to Community Safety Partnerships.

Details of all awards made from each of these funds are available on the Commissioner's website (see links below for ease) and will be shared in the Commissioner's Annual Report.

Victim Support Services: [Victim and witness support \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/victim-and-witness-support)

Crime and Disorder Reduction: [Community safety \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/community-safety)

Casualty Reduction and Support Reserve: [Road safety \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/road-safety)

Small Grant Awards: [Small grants \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/small-grants)

7.1 The OPCC has managed additional funding in 23/24 worth **£2,590,357** which is made up of **successful bids** and **direct awards** from Government. The bids alone equate to more than the cost of the OPCC Office.

Funding Stream	Narrative	Amount managed in 23/24	Value of award since April 2021	Funding end date
ISVA/IDVA (Independent Sexual Violence or Domestic Violence Advocate/Advisor)	Funding for an extra: <ul style="list-style-type: none"> • 8.5 ISVAs • 6.4 IDVAs Part of the Govt investment in specialist support.	£567,307	£1,490,161	March 31, 2025 Some indicative funding for 24/25
Community based domestic abuse and sexual violence support	This enables grass roots charities to provide locally based support.	£295,887	£887,661	March 31, 2025
Rape Support Fund inc Male Rape Support	Cambis is one of five areas taking part in a test to locally devolve funding.	£302,524	£838,795	March 31, 2025
Domestic Abuse Perpetrator	Managing the risk of domestic abuse and stalking perpetrators	£374,849	£786,138	March 31, 2025
Serious Violence Duty	Administering funding to duty holders to prevent serious violence	£352,195	£981,597	March 31, 2025 Indicative funding for 24/25
Safer Streets 4	15 months funding to tackle crime and disorder in areas of Peterborough and Wisbech.	£232,595	£634,285	September 30, 2023
Safer Streets 5	Proposals to work in Peterborough, Huntingdon, St Neots, Wisbech & Cambridge to tackle burglary, ASB and VAWG.	£465,000	£1m	March 31, 2025
Totals		£2,590,357	£6,618,637	

8 EMERGING RISKS

- 8.1 Cambridgeshire OPCC has been extremely successful in the past three years in securing additional funding for the county. For example, since 2021 the office has been able to enhance the funding available for supporting victims and witnesses of crime by £3.2m – this has included 16 additional specialist support posts and vital services delivered by grass roots charities.

However, all of the additional funding streams the OPCC is managing end on March 31, 2025. In some areas, for example victim support services, this will leave an unavoidable cliff edge of funding of £1.1m. The OPCC is working with partners to plan for this deadline to mitigate the risks and ensure victims will still be able to access equitable support wherever they live across the county. But realistically without the MoJ and Home Office funding there will be an unavoidable reduction in service provision.

9. BACKGROUND DOCUMENTS

Police Reform and Social Responsibility Act 2011
<http://www.legislation.gov.uk/ukpga/2011/13/contents>

'Financial Regulations for Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners (including Contract Standing Orders)' [OVERVIEW \(cambridgeshire-pcc.gov.uk\)](http://cambridgeshire-pcc.gov.uk)

Domestic Violence, Crime and Victims Act 2004
[Domestic Violence, Crime and Victims Act 2004 \(legislation.gov.uk\)](http://www.legislation.gov.uk/ukpga/2004/17/contents)

Anti-Social Behaviour Crime and Policing Act 2014
[Anti-social Behaviour, Crime and Policing Act 2014 \(legislation.gov.uk\)](http://www.legislation.gov.uk/ukpga/2014/12/contents)

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