

Office of the Police and Crime Commissioner Derbyshire

Commissioning Strategy

2021-2025



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Foreword

An important part of my role as Police and Crime Commissioner is to commission services which strengthen the delivery of my Police and Crime Plan.

This includes the provision of services in support of those unfortunate enough to be a victim of crime; to protect the most vulnerable in our communities and safeguard people from harm; and services to reduce offending and re-offending.

My Commissioning Strategy sets out the principles and framework that will be used to create a strong network of voluntary and community-based services to complement effective partnerships with statutory organisations in Derby and Derbyshire.

It is vital that I commission top quality services that deliver good value for money for the taxpayer without compromising on delivery performance.

It is particularly important that services are tailored to meet local need – and expectation. Such services must be demonstrably efficient and effective. I expect services to be co-commissioned where this is the most appropriate solution, eliminating duplication and waste.

I am committed to delivering the best value for money for taxpayers' and ensuring that resources are being managed effectively. As well as building upon partnership agreements already in place in Derbyshire, I am determined to offer local suppliers the opportunity to support our commissioned services and play an active role in keeping our county safe.

Good commissioning requires ongoing scrutiny, evaluation and the flexibility to develop new service models in line with best practice and experience. We must streamline services and make them more efficient, while improving outcomes for providers and service users.

The processes by which services are commissioned will be scrutinised by me, to reassure the public and providers alike that our methodology and approach is open, fair and transparent.

As your Police and Crime Commissioner, I will make sure your money is spent wisely and to optimum effect.

Introduction

The Police and Crime Plan for Derbyshire 2021-25 has the following priorities:

- **Strong local policing** – more police on our streets and a focus on neighbourhood policing
- **Neighbourhood crime and anti-social behaviour** – clamping down on burglary, drug dealing and anti-social behaviour
- **Road safety** – dealing with the Fatal Four (speeding, drugs/alcohol, seatbelts and mobile phones) and improve road safety for all
- **Rural crime** – increase police presence with more officers trained to deal with rural crime and ensuring specific support services are available for victims
- **Victim support and safeguarding** – ensuring all victims of crime receive appropriate support and the most vulnerable are protected
- **Driving Efficiencies** – ensuring tax-payers money is being spent wisely and resources are being managed effectively

Many factors influence the future direction of crime prevention in Derbyshire. The priorities which have been set have been guided by public opinion as well as evidence from our partners of the key risks and threats facing the county in terms of crime. Derbyshire Police have identified their priorities as Vulnerability, Fighting Crime, Our People, Prevention and Partnerships, Responsive and Visible Policing, Service to the Public and Legitimacy.

The police identify the following as the key threats and risks:

- Child abuse and exploitation
- Residential burglary
- Rape and serious sexual offences
- Domestic abuse
- Modern slavery and human trafficking
- County lines
- Killed and seriously injured on the roads
- Fraud and cyber-dependent crime
- Organised crime
- Vulnerability

The commissioning framework recognises these priorities and risks and is written to develop, enable and mobilise services to support the most vulnerable people in our communities.

Victim-Centred Services

Police and Crime Commissioners are locally elected to secure efficient and effective policing. They have a legal duty to consult with victims in setting the policing priorities in their area and to hold the Chief Constable of the police in their area to account.

Alongside the work to implement the Police and Crime Plan for Derbyshire in promoting safer communities, Police and Crime Commissioners are responsible for commissioning many of the services that support victims outlined in the Code of Practice for Victims of Crime (Victims' Code 2015, 2020)¹.

This Code sets out the services and a minimum standard for these services that must be provided to victims of crime by organisations (referred to as service providers) in England and Wales.

It acknowledges that the terms 'complainant' and 'survivor' are often used in the criminal justice system to describe a person who has made a criminal allegation to the police. However, for the purpose of this Code, the definition of a 'victim' is:

- a person who has suffered harm, including physical, mental or emotional harm or economic loss which was directly caused by a criminal offence
- a close relative (or a nominated family spokesperson) of a person whose death was directly caused by a criminal offence.

The following persons can also receive Rights under this Code if they are:

- a parent or guardian of the victim if the victim is under 18 years of age.
- a nominated family spokesperson if the victim has a mental impairment or has been so badly injured because of a criminal offence that they are unable to communicate or lacks the capacity to do so.

All service providers must have the victim's best interests as their primary consideration and take the victim's age, maturity, views, needs and concerns fully into account.

Enhanced Rights - Victims of the most serious crime

You are eligible for Enhanced Rights under this Code as a victim of the most serious crime, if you are a close relative bereaved by a criminal offence, a victim of domestic abuse, hate crime, terrorism, sexual offences, human trafficking, modern slavery, attempted murder, kidnap, false imprisonment, arson with intent to endanger life and wounding or causing grievous bodily harm with intent.

Additional Enhanced Rights that are available for bereaved close relatives are highlighted separately within each individual Right of this Code.

Persistently targeted victims

You are eligible for Enhanced Rights under this Code as a persistently targeted victim if you have been targeted repeatedly as a direct victim of crime over a period of time, particularly if

¹ Code of Practice for Victims of Crime in England and Wales, 2020, Ministry of Justice

you have been deliberately targeted or if you are a victim of a campaign of harassment or stalking.

At present, The European Union (EU) Directive on Victims of Crime² states that services, at a minimum, should offer:

- *Information regarding the criminal justice system*
- *Information regarding the rights of victims and how to access such rights*
- *Information and assistance applying for criminal injuries compensation*
- *Information regarding the criminal justice trial and preparation to attend trial*
- *Emotional and psychological support*
- *Advice relating to financial and practical challenges following the crime*
- *Information relating to the risk and prevention of secondary and repeat victimisation, intimidation and retaliation*
- *Access to appropriate services specifically targeting the needs of the individual victim*

To achieve these outcomes, all commissioned providers will need to develop and support the work across Derbyshire as a partner to ensure a whole systems approach for victims. The overall vision and ambition is to reduce the number of victims and crimes over time, deliver positive outcomes for victims and communities, improve and ensure equal access and increase the confidence and number of people coming forward for support and/or to report the crime to the police.

Victims Strategy 2018

The Victim's Strategy 2018³ aimed to ensure victims receive the support they need throughout their experience of the criminal justice system.

“Behind every crime statistic, there are real victims and families left picking up the pieces – physically, psychologically and financially. How we support victims is a mark of the kind of country we are. Every victim's journey is different. For some, it is short and quickly behind them. For others, it is a journey that can last for years and take over their lives. Whatever the nature of the crime, people want to know there will be the right support available.”

Victims want to be treated fairly, properly and with dignity. They want clear, timely and accurate information. They want the opportunity and the support to make their voice heard. The strategy puts forward a package of measures that will further improve victims' experience. It ensures victims are offered the support they should be and they have clear, reassuring and empowering information about the justice process. The strategy also highlights extra funding for specialist support to meet the needs of victims of particularly pernicious crimes that are on the rise such as violent assaults and sexual and domestic abuse. In principle, we must make it easier for

² European Union (EU) Directive on Victims of Crime

³ Victims Strategy, 2018, HM Government

people who have suffered a crime to cope, recover and move on with rebuilding their lives.

Commissioning Principles

In commissioning services/projects we will use the following principles:

- **Needs-led (evidenced-based)**

Good commissioning starts with understanding the problem or need. All commissioning cycles are similar and follow a continuous service improvement model of needs assessment, planning, doing and reviewing. This strategy is no different from this. In particular, it places victims and the community at the centre of the process. Central to the strategy is identifying what outcomes need to be achieved, identifying local needs and identifying resources. Victims themselves and existing service providers are a key source of information.

- **Victim-centred**

Victims of crime are entitled to support that helps them in coping with immediate and long term impacts and recovering from its effects. All commissioned providers, even if working with offenders, will need to place victims at the heart of their service design and delivery to ensure a whole systems approach for victims.

- **Transparency and Simplicity**

The OPCC wishes to keep commissioning arrangements, whether for contracts or grants, as open, transparent and simple as possible to reduce costs and to widen the market of potential suppliers of services. We will:

- openly procure services, within the framework of procurement regulations and relevant laws.
- offer opportunities for engagement and market warming activities where appropriate.
- make grants available that are made as simple and easy to apply for as possible and proportionate to the value of the grant.
- ensure that monitoring requirements for contracts and grants are proportionate to the level of funding available whilst considering any conditions of the funding body.

- **Outcomes driven and performance focussed**

We will use:

- clearly defined criteria, clear objective-setting and needs assessment processes.
- robust contract monitoring processes which assure quality of performance and service provision.
- good partnership working to maximise resources and greater outcomes.
- evaluation, review and re-shaping of services to ensure efficiency and effectiveness and quality services.

- **Value for money and efficient use of resources**

- competitive procurement processes in line with regulations.
- consideration to social value/added value.
- regular review of contracts when we extend and re-procure services.

- **Sustainability**

Where possible, funding will be provided on a longer-term basis to encourage sustainability and growth. Shorter term funding will allow for testing of concepts and pilots. Repeat funding using grants will not be encouraged. Instead, where there is demonstrable need and proven outcomes services will be commissioned within the procurement framework.

- **Partnerships**

Commissioning is about collaboratively working where possible to make the best use of resources to achieve greater and shared outcomes. The OPCC will do this by working in close partnership with the Police, local authorities, health and the voluntary sector, local Safeguarding boards and health and well-being boards to jointly commission services. We will also work collaboratively over service specifications and reviews and evaluations of concepts and models of delivery.

Victims can have complex needs which require a partnership approach. Victims' services can work most effectively when there is a clearly owned partnership strategy to enable the needs of victims to be identified and addressed by all agencies. The PCC will deliver Partnership working by -

- **Working across boundaries, where it makes sense to do so** – where there are benefits either financially or for service delivery the OPCC will work with partners across different organisational or geographical boundaries to commission outcomes in new ways.
- **Working towards shared outcomes** – the OPCC recognises that many non-PCC services and external factors affect outcomes. The PCC does not have sufficient resources to fund all services relating to community safety; local authority, health and

criminal justice partners all hold resources which contribute to community safety outcomes.

- **Working with local, specialist services** – It is clear that local, specialist services are important in achieving outcomes for residents and the OPCC is committed to working with fellow commissioners to secure this provision.
- **Giving agencies feedback** from the public, victims and other service users
- **Influencing partner organisations** plan to ensure they cover priorities within the Police and Crime Plan
- **Taking a lead** on certain priority areas within the Police and Crime Plan, such as leading projects to join-up services, gaining feedback on how services are operating and driving progress, where required
- **Discussing needs, gaps and potential approaches** with partner organisations before buying new services, or working with partners to jointly set up projects
- Making funds available to certain partnerships to support them to start joint projects which address needs they have identified.

- **Co-production**

Commissioning and market shaping should be a "shared endeavor" with commissioners working alongside people with support needs, carers, family members, victims, care providers, relevant voluntary and support organisations and the public to find shared and agreed solutions. Standard 4 of the **Commissioning for Better Outcomes Framework**, which supports the implementation of the Care Act says that:

"Good commissioning starts from an understanding that people using services and their carers and communities are experts in their own lives and are therefore essential partners in the design and development of services. Good commissioning creates meaningful opportunities for leadership and engagement of people, including carers and the wider community, in decisions that impact on the use of resources and shape of services locally".

The Integrated Commissioning for Better Outcomes Framework 2018, offers a practical tool for commissioners to support improving outcomes through integrated commissioning. The framework covers four areas: building the foundations; taking a person-centred, place-based and outcomes-focused approach; shaping provision to support people, places and populations; and continuously raising the ambition.

- **Prevention**

Prevention work aims to keep people away from crime and out of the Criminal Justice system. It is also about stopping problems arising in the first place and supporting people to manage when they do arise. It also means contributing

to reducing repeat victimisation and re-offending. These concepts are at the heart of the CORE (Cope and Recover) offer for Derbyshire Victims' services.

Where possible in commissioning services and allocating grants we will integrate a Preventative offer into services and will encourage the use of resources for preventative services and programmes. This will mean working with partners to assess risks and look at the causes of crime in order to determine priorities for services. This will also mean keeping up with crime trends, having good links with neighbourhoods and communities and those organisations best placed to provide local information and intelligence.

BAME Commissioning

In Commissioning services, we will also consider the quality standards provided by the Ministry of Justice in *Supporting BAME Victims of Crime: Guidance for Commissioners, 2021*. The guidance asks commissioners to:

- Consider and capture the needs of BAME victims in every stage of our planning and commissioning of victims' services, identifying root causes, by working with local experts with experience and knowledge.
- Provide services that proportionately reflect the BAME demographics of our local communities.
- Evidence that we are promoting victims' services in our area to ensure BAME victims are aware of the services available to them.

Commissioning Resources

OPCC commissioning involves three core areas of work: contracts, grants (small, large and NICE) and development work/projects.

Contracts

The OPCC office holds and manages contracts for both victim and non-victim services. Victim services are provided through the CORE (**C**ope and **R**ecover) offer (see Appendix) which provides for support services for all victims of crime and then specialist provision for Domestic Abuse, Sexual Abuse and Violence, CSE, Hate Crime, Young People and Restorative Justice.



We receive grants from the Ministry of Justice to provide a range of services for victims. Non-victim contracts are funded through Community Safety resources.

Contracts are procured on both short –term and longer-term basis and are commissioned using the principles outlined in previous sections.

Grants

To aid communities in delivering the Commissioners priorities at a local level, an amount of £300,000 has been set aside for community groups, third sector and non-profit making organisations to apply for grant funding. The following thematic grant rounds have been agreed to prevent:

- Anti-social behaviour (ASB)
- Road Safety problems
- Rural Crime

The thematic grant rounds will assist in reducing crime and anti-social behaviour, to protect victims and vulnerable people and support young people.

Community Safety

A range of resources from national/local sources of funding are used to fund community safety initiatives. Examples of how this funding is used include Community Safety Partnerships, Youth Offending services, to support local Crime Prevention and Neighbourhood Community Safety objectives and various 'Watch' schemes. The Commissioner will periodically invite applications from voluntary and community groups and local non-profit making organisations within Derbyshire and Derby City to deliver innovative capital and revenue projects which will leave a lasting legacy for their community.

Testing, Evaluating and Developing

Good commissioning involves the ability to test, evaluate and develop new service models which can streamline services and make them more efficient and improve outcomes for both organisations and service users. The OPCC will facilitate partnerships and co-commissioning opportunities between organisations to help realise and fulfil opportunities. This kind of activity will vary year on year and annual plans are created to summarise the key projects the Commissioning Team are working on.

Key Commissioning Priorities/areas for Action 2021-5

The following actions will be undertaken by the Commissioning team to support the Police and Crime Plan.

Victim Support and Safeguarding

- Commission a range of services to enable victims to cope and recover from ASB and Crime. To include:
 - City Medium risk Domestic Abuse Service
 - High Risk Domestic Abuse IDVA service in Derby City
 - The Children's Independent Sexual Violence Advocacy service
 - The Adult Independent Sexual Violence Advocacy service
 - High risk offenders accommodation and support project
 - Restorative Justice Service
 - 1625 Substance Misuse service
 - Young Victims of Crime Service

- Commissioning work will also be undertaken with other partners such as the County Council and NHSE/I in the commissioning of further Domestic Abuse services in the County and also the re-procurement of the Adult Sexual Assault referral centre.
- Work with co-commissioners, partners and internal and external stakeholders to review necessary partnerships, governance and operational relationships to address local needs and commission quality and high performing services.
- Work with partners to assess local needs and implement the Domestic Abuse Act.
- Review Sexual Abuse service pathway, establish appropriate implementation group and action plan to implement recommendations from the Lime Culture review to improve support for victims of sexual abuse.
- Work with partners to develop and implement a Violence Against Women and Girls plan.
- Review, in partnership, the service specification and requirements for Children at Risk of Exploitation.
- Review current arrangements for stalking and appropriate service provision
- Work in partnership to commission appropriate provision for young people at risk of substance misuse.
- Implement key actions to deliver the Commissioner's young people strategy in partnership with other key organisations.

Neighbourhood Crime and ASB

- Launch and deliver a grant programme tackling Anti-Social Behaviour and deliver responsive neighbourhood actions

- Review Community Safety Partnership arrangements to ensure good local partnerships and effective use of resources at local level

Road safety

- Work with partners to ensuring appropriate service provision for families of people killed or seriously injured on Derbyshire's road network.
- Launch and deliver a grant round aimed at reducing the numbers of people killed or seriously injured or other related road safety issues.

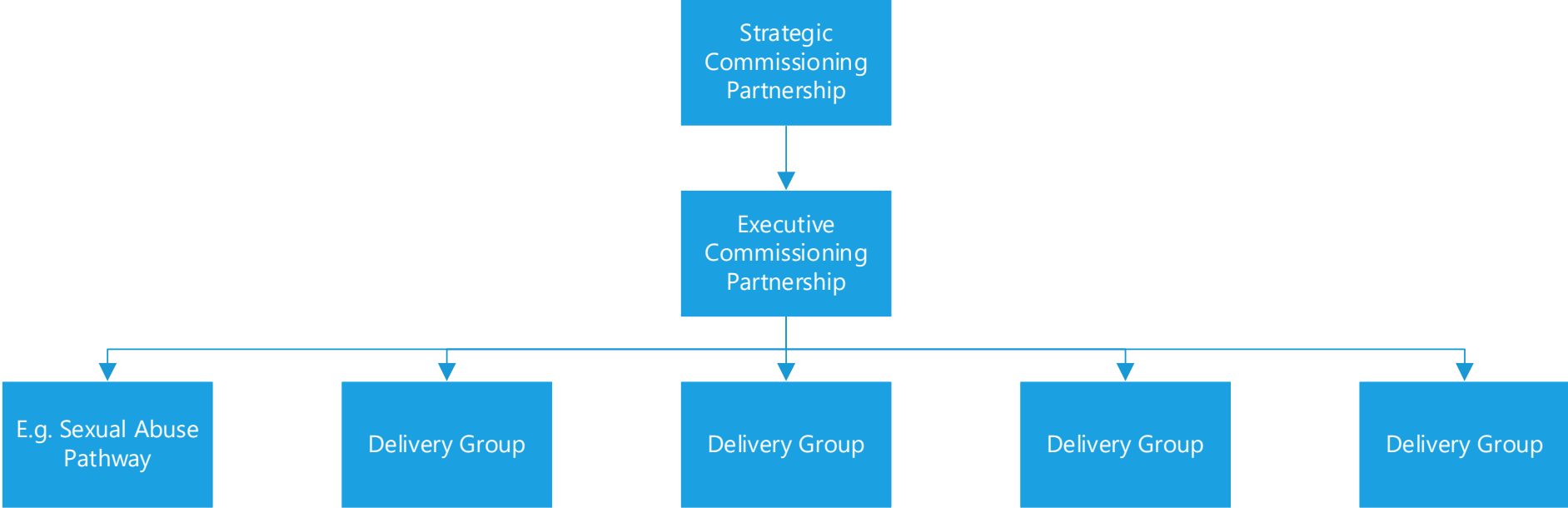
Rural Crime

- Sustain and develop the rural Domestic Abuse Outreach service - *Willow* project - to maximise reach, access and outcomes for DA victims in rural communities.
- Work with partners including through the rural DA subgroup to improve lives of victims in rural communities and commission and deliver appropriate services.
- Launch and deliver a grant round aimed at reducing and addressing rural crime issues.

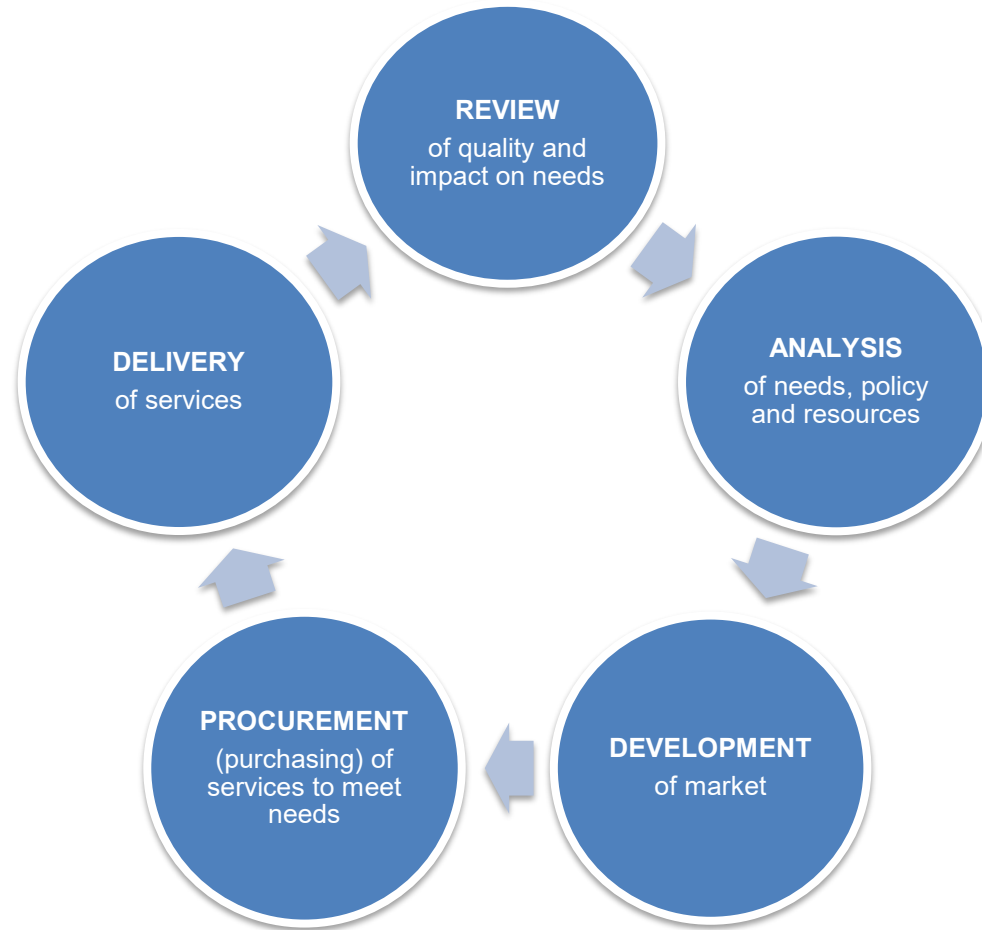
Driving Efficiencies

- Establish Multi-partner Strategic Commissioning Partnership
- Ensure contracts are reviewed in extension and re-procurement years to consider value for money, ensuring the efficient use of PCC resources to produce quality outcomes, prevent waste and support partnership working to deliver increased efficiency and capacity.

Commissioning Structure



Commissioning Cycle



Terms of Reference

Strategic Commissioning Partnership Board

To have strategic oversight of Partnership Commissioning as it relates to Policing and Crime.

Membership - PCC to Chair, Members of the Executive group, Chief Constable and Chief officers from respective partner agencies. VCS Infrastructure lead officers.

Executive Commissioning Partnership group

To lead the joint commissioning of services relating to policing and crime.

- allocation of resources and determining value for money and transparency.
- monitoring of efficiency and effectiveness of service delivery.

Membership- CFO (OPCC) to Chair, Chief Executive (OPCC), HOC (OPCC), ACC (Victims lead), Strategic lead officers from Derby City Council, Derbyshire County Council, Adults and Childrens' services, DFRS, CCGs, Public Health, VCS infrastructure.

Delivery layer - A range of project/service/themed specific boards addressing particular specialisms.

Membership to be agreed.

This is the flexible end of the structure to accommodate emerging work and provide a reference structure with provider services.