



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Reply to: Claire Buckley

Our Ref: CB/FOI-030

Direct Dial: 01953 424454

12th November 2013

Dear Member of the Public

Freedom of Information Request – FOI/OPCCN/30

I am writing in connection with your letter dated 4th October 2013, in which you requested the following information:

- “1. For 2013-14, please provide information about how much of your Community Safety Fund has been allocated to services relating to drug or alcohol use.**
- 2. Are you able to give any indication of what the allocation is likely to be in 2014-15, and what the decision making process for next year's funding will be in your police area?**
- 3. Please describe how you engage with Health and Wellbeing Boards within your police area, and what level of involvement you have in Joint Strategic Needs Assessments and joint Health and Wellbeing Strategies**
- 4. Please describe whether your currently commission or are considering commissioning within the next 12 months services funded by a Payment by Results (PbR) mechanism and if so, what form that mechanism takes.”**

I have reviewed our records and I can advise the following:

Question 1

For 2013-14, the Police & Crime Commissioner allocated a total of £174,000 from his Community Safety Fund to the Norfolk Drug and Alcohol Partnership. Further details can be found on Page 19 of our Police and Crime Plan 2013-17 ([Police and Crime Plan 2013-17](#)).

Question 2

As quoted within the Police and Crime Plan 2013-17 “The PCC has listened to feedback from partner agencies and intends to develop a fresh approach to commissioning during 2013, moving to a ‘zero based’ approach. A commissioning strategy will be developed and the PCC will be seeking proposals from organisations and individuals regarding how they can deliver specific services in support of the Crime and Disorder Reduction Objectives. Grants issued for the year commencing 1st April 2014 will be awarded following this approach”. The attached is the PCC’s Commissioning Strategy referred to within the Police and Crime Plan, which can also be found on his website (www.norfolk-pcc.gov.uk) Although this provides an outline strategy, the PCC is still considering his

commissioning approach. One of the main issues is that he will not know the Police Grant from the Government for the year 2014/15 until late December 2013 at the earliest. Without knowing how much money he will have for 2014/15, it is difficult to know how much may be available for any Crime and Disorder Reduction Grants or commissioning.

Question 3

The Police and Crime Commissioner is a member of the Norfolk Health and Wellbeing Board and has contributed (and continues to do so) in the development of the Joint Strategic Needs Assessment and Health and Wellbeing Strategy.

Question 4

The Commissioner is not currently commissioning any services funded by a Payment by Results mechanism but is still considering his commissioning approach for the future.

Yours sincerely

CBuckley

Claire Buckley
Freedom of Information Officer
Office of the Police and Crime Commissioner for Norfolk

Norfolk Police and Crime Commissioner Commissioning Strategy for 2013 - 2017

Introduction

The Police Reform and Social Responsibility Act 2011 sets out that a Police and Crime Commissioner (PCC) may make a crime and disorder reduction grant to any person to secure, or contribute to securing, crime and disorder reduction. The Norfolk Police and Crime Plan sets the Crime and Disorder Reduction Objectives of:

- Reduce priority crime, anti-social behaviour and reoffending;
- Reduce vulnerability, promote equality and support victims;
- Reduce the need for service, through preventative and restorative approaches and more joined-up working with partners, protecting the availability of frontline resources.

Further detail sits below each of these Objectives.

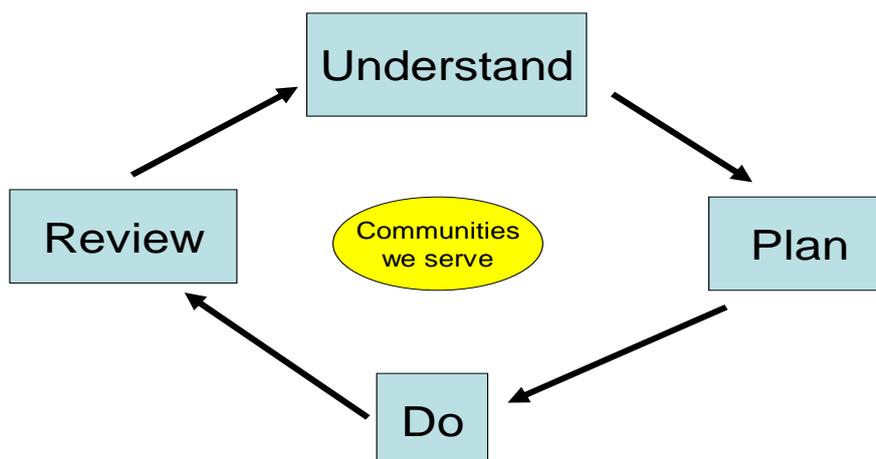
The PCC will make crime and disorder reduction grants in furtherance of the above objectives and will make grants through a transparent and accessible commissioning process. The Norfolk Police and Crime Plan sets out an iterative approach for 2013/14, utilising the £669,000 Community Safety Fund provided by central government and, in the main, taking forward those projects initiated by the Norfolk County Community Safety Partnership. A service level agreement has been developed with each organisation that has been awarded a crime and disorder reduction grant within the Plan.

It is intended that the PCC will allocate £1,000,000 for the purpose of crime and disorder reduction grants for the year 2013/14, and a similar amount for the year 2014/15 and the year 2015/16. For 2013/14 this will include the £669,000 Community Safety Fund, already committed within the Police and Crime Plan. For the following two years central government has indicated that it will not be providing PCCs with a separate Community Safety Fund and all central funding will be allocated as one Police Grant. The commissioning fund will therefore have to be obtained from the Police Grant or through funding raised through the Council Tax precept.

The PCC will take a range of approaches to commissioning services and the following section identifies some of the options available. This strategy presents a flexible, rather than prescriptive way forward, recognising that circumstances and service needs can change rapidly, reflecting changing events. Different, and combinations of approaches, may therefore be taken as circumstances change.

The Commissioning Cycle

Commissioning can be described as, 'the process of specifying, securing and monitoring services to meet individual's needs at a strategic level' (APACE Commissioning Guidance 2012). Although approaches differ, most follow the same cycle of, 'understand, plan, do and review'.



Placing stakeholders, users and beneficiaries at the centre, the cycle is divided into four phases of engagement:

- **Understand** – understanding with the public, victims and stakeholders the outcomes to be achieved.
- **Plan** – Deciding with the public and partners what interventions would be effective, developing specification, tendering process and selection of service providers.
- **Do** – Ensuring things happen openly and transparently by involving stakeholders and service users.
- **Review** – Performance management, assessing impact and feeding back to the public.

In using the above cycle it is important that it is not an insular process, is influenced by others and, in particular, is part of a process of community engagement. It should be about ‘working with the community’ not ‘doing it to the community’. The cycle is neither rigid nor prescriptive and the different stages may merge and run continuously; the fact that a service is being delivered does not mean that we cannot continue to engage with the public regarding outcomes that they would like to see achieved. The cycle is intended to be a process of continuing improvement, with learning from each stage feeding into the next.

The PCC’s understanding is informed by engagement, communication and consultation with the public and with victims of crime, by the views of stakeholders and partnership groups and research and analytical documents, such as the Strategic Assessment. Through these processes, the following provide a current focus for commissioning services:

- Young people who are vulnerable to being involved in crime or anti social behaviour;
- Victims and perpetrators of domestic abuse;

- Those who are vulnerable to being a victim of crime or otherwise in need of support from the police owing to their mental health;
- Prevention of misuse of alcohol and drugs;
- Supporting victims of crime.

Different Commissioning Approaches

The following approaches are **different ways of taking the above commissioning cycle forward**:

- **Co-commissioning** – by co-commissioning, different commissioning organisations join together their resources (e.g. funding, personnel, influence) towards agreed outcomes. Examples would be the PCC co-commissioning as part of the County Early Help Programme or PCC's in the Eastern Region co-commissioning services to support victims.
- **Invitation for bids** – in this approach the PCC invites bids from organisations and/or individuals setting out projects which contribute towards the Crime and Disorder Reduction Objectives. A tight specification is not provided by the PCC, however direction is given and parameters set around the total amount of money available and that which may be awarded to a single bidder. An advantage of this approach is that it encourages new ideas and new providers.
- **Evidence led commissioning** – this approach may link with the emerging Norfolk Evidence Led Policing Group. It should build on previous Problem Orientated Policing principles, ensuring needs have been well researched and interventions identified that have either been proven to work previously, or if new approaches are to be used, include validation processes. It is not until this work has been completed that services may be commissioned. An advantage of this approach is that it provides greater assurance of meeting user needs and achieving outcomes, however the time frame may need to be longer to include the necessary preliminary research.
- **Grant giving** – where there is need the PCC may make quick time grants towards projects which support his Crime and Disorder Reduction Objectives by using this approach. Grants would only be given in these circumstances where there is an evidenced need and to organisations with a well proven track record and ability to deliver.
- **Iterative method** – this approach represents a continuation of that taken for 2013/14 whereby an assessment is made of existing projects funded by crime and disorder reduction grants and where these are considered to be of value, then subsequent grants are made to ensure their continuance. An advantage of this approach is that funding is provided towards projects that are known to work, however this approach may stifle innovation and new approaches and does not allow new organisations to bid for work. The Norfolk County Community Safety Partnership has set up a task and finish group of responsible authorities to consider the funding, beyond 31 March 2014, of projects initiated by NCCSP and currently being funded by Norfolk Constabulary and OPCCN. This option is included in the strategy for the PCC to consider should the responsible authorities within NCCSP be unable to resolve this funding issue.

Written agreement and performance measurement

For all approaches, it is important that a written agreement is produced, including the following:

- Duration
- Activities
- Monitoring
- Evaluation
- Project review
- Payments
- Overspends
- Underspends
- Audit arrangements
- Records and asset register
- Data protection
- Confidentiality
- CRB checks
- Premises and facilities
- Insurance and indemnities
- Assignment and subcontracting
- Publicity
- Third parties
- Project overview
- Outcomes and performance measures.

Intention

OPCCN recognises there are benefits in using a range of approaches to commissioning, each of which is likely to have advantages and disadvantages. Feedback from stakeholders during the development of the Police and Crime Plan advised that processes should be transparent and equally available for all to participate in. Written agreements should clearly set out what is expected of all partners. Performance measures should be included to assess whether intended outcomes have been achieved.