



Office of the
**Police & Crime
Commissioner**
West Yorkshire

Commissioning Strategy 2018-21

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“This Commissioning Strategy sets out the principles and framework that will be used in West Yorkshire to commission services. These documents and processes will ensure that all commissioning decisions will be undertaken openly and transparently, and are supported by evidence.”

Mark Burns-Williamson, OBE.
Police and Crime Commissioner for West Yorkshire.

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Foreword

I was first elected in 2012 and then re-elected as your Police and Crime Commissioner (PCC) in May 2016 to help keep West Yorkshire safe and feeling safe. I will continue to deliver on my election pledges and will work closely with West Yorkshire Police and in partnership with many others to improve the lives of people and their families across our diverse county.

As Police and Crime Commissioner, I am responsible for setting the strategic direction of policing and reflecting the community safety priorities for West Yorkshire. I also have a responsibility for overall crime (and the criminal justice system) within West Yorkshire, as well as for victim's services. My plans in each of these areas are published in my Police and Crime Plan. One of the earliest activities I undertook as we started to develop my current Police and Crime Plan was to listen to you first. Through the extensive consultation, "Your Priorities, Your Plan" I have been able to understand what matters to you most and to better reflect the needs and aspirations of our communities. The plan also embraces the views of partner organisations as we work together to deliver on our shared outcomes and priorities. These cannot be delivered by the police alone and I will continue to bring partners together wherever possible and to work in ever closer collaboration to improve the services we provide across West Yorkshire.

The Police and Crime Plan 2016-21 (refreshed) is outcome based, and identifies four outcomes to be delivered

- To tackle crime and anti-social behaviour,
- To safeguard vulnerable people,
- To make sure criminal justice works for communities
- To support victims and witnesses.

The outcomes are made up of 16 priorities, and I have aligned measures to each outcome through the delivery framework so that we can clearly chart progress towards delivering collectively on these shared outcomes. These outcomes are all interconnected, including with our agreed priorities.

In order to achieve these priorities, I need to commission a number of different providers to help with the delivery of services which will benefit the communities of West Yorkshire, reduce crime and help victims to cope and recover from the harm they have suffered.

Given the limited resources available, particularly during the times of austerity, I need to be confident that the services I am providing are the best they possibly can be for the funding available. I therefore very much welcome the input of stakeholders, our

communities and service users in designing and shaping services, and feeding back where improvements can be made. Given that services are continually evolving and adapting, and the emergence of new areas of focus, it is inevitable that some services may be de-commissioned at some stage. Where this does happen, please be reassured that it is not something undertaken lightly, but in order that services continue to provide value for money, are delivered effectively and efficiently, and are more suited to the needs of the communities and victims of West Yorkshire.

This Commissioning Strategy sets out the principles and framework that will be used in West Yorkshire to commission services. These documents and processes will ensure that all commissioning decisions will be undertaken openly and transparently, and are supported by evidence. All decisions will be published on my website. The strategy also details the different types of funds which are available, and how they operate, as well as covering supplier performance management and how and when services may be de-commissioned.

The role of the third sector (voluntary, community, faith-based and social enterprise organisations) is very important to me and our local communities, and I really value the role they play even more so during the current pandemic affecting all aspects of life. Wherever possible I want to ensure that we maximise this potential by supporting the third sector as much as possible to develop solutions in line with my Plan. It is through a combination of close partnership working and working effectively with West Yorkshire Police that I will deliver the Plan through my office and ensure that the communities of West Yorkshire are safe and feel safe which is our shared vision.



Mark Burns-Williamson, OBE.
Police and Crime Commissioner for West Yorkshire.

1. West Yorkshire

Population

The ONS estimate for West Yorkshire's population is 2.3m people (2017). There has been a 4.2% increase in resident population since 2010, accounting for almost 100,000 more people in the county (the UK population has increased by 5.2% during this same period). Leeds has seen the greatest population increase over the period (+5.0%), followed by Wakefield (+4.7%).

Diversity

It has a large a growing population of young people with nearly 33% of the population aged under 24 years. West Yorkshire has the most ethnically diverse communities in the region. 18% of the population come from a minority ethnic background, with the largest BME communities being of Asian origin. The percentage of people of working age with no qualifications is above the national average.

Deprivation

Many people live in poverty. One in five neighbourhoods are in the top 10% of the most deprived areas in England indicating that there are many areas with significant issues relating to unemployment, poor education, health, housing, income and the living environment. However, there are also areas of significant affluence, creating a significant inequalities gap expressed most obviously by differing life expectancy. Overall life expectancy for both men and women is below the national average.



2. What is Commissioning?

Commissioning is the way we plan, buy, deliver and evaluate services for the communities of West Yorkshire. Commissioning includes;

- Commissioning new services.
- Re-commissioning a successful service.
- Varying a commissioned service to respond to changing need or resources or legislation.
- Decommissioning a service that is no longer required or where the provider has failed to comply with requirements.

3. Our Commissioning Principles

The following ten principles will be applied to the commissioning process within West Yorkshire. The principles set out how the PCC will manage the whole commissioning process either as a single commissioner of goods and services, or in any collaborative or joint arrangements with partners. The PCC will ensure that:

1. Outcomes for users will be at the heart of the strategic commissioning process, which will be community and victim focused.
2. All commissioning will be in support of the Police and Crime Plan outcomes which will be clear and measurable.
3. We will understand the needs and priorities of our communities, now and in the future and clearly specify our requirements.
4. Commissioning needs will be evidence based.
5. Wherever possible commissioning will be undertaken on a West Yorkshire wide basis.
6. All services procured must represent value for money.
7. Equality and diversity remains focus of the commissioning process.
8. Wherever appropriate multi-year contracts will be awarded.
9. The commissioning process will support local regeneration where possible and champion social values.
10. We will measure whether or not outcomes have been delivered and hold our providers to account seeking feedback from service users, communities and providers, in order to review the effectiveness of the commissioning process in meeting local needs.

4. Why we commission services

The Police and Crime Plan 2016-21 (refreshed) is outcome based, and identifies four outcomes to be delivered

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- To safeguard vulnerable people,
- To make sure criminal justice works for communities
- To support victims and witnesses.

The outcomes are made up of 16 priorities, and the PCC has aligned measures to each outcome through the delivery framework so that we can clearly chart progress towards delivering collectively on these shared outcomes. These outcomes are all interconnected, including with our priorities.

In order to achieve these priorities the PCC needs to commission a number of different providers to help with the delivery of services, which will benefit the communities of West Yorkshire, reduce crime and help victims to cope and recover from the harm they have suffered.

5. Our Commissioning Process

Commissioning in the public sector has developed over time, and working with partners, service users and providers has resulted in more innovative, efficient and higher quality goods and services being provided.

The PCC wants to ensure that this good work continues, and that the communities of West Yorkshire continue to receive services that are effective, and that he makes efficient use of the funding available to him.

Central to our process of commissioning is the understanding and analysis of need and demand from the people who are involved in both use and provision of the service. This understanding guides the planning about the type of services required, what those services need to deliver, and how those services should be purchased. To complete the process, service users, providers, advisers and commissioners will feed back information about how well the service is performing in order that continuous improvement can be made. This in turn will ensure that we are able to adapt to the changing needs, demands and priorities of communities and service users. This process is known as the 'commissioning cycle' (Figure 1).

As services are commissioned, embedded into daily activity and improvements demonstrated, new services or a change of provider may be required. On some occasions the PCC may provide some funding for innovative ideas. Part of the agreement to fund these ideas will be around sustainability, i.e. the achievement of a more permanent funding source.

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Our Commissioning Process flowchart (**Appendix 1**)

https://www.westyorkshire-pcc.gov.uk/sites/default/files/commissioning_process_sept_2019_final_0.pdf

Decommissioning is an important part of our commissioning process with the emergence of new areas of need and focus and recognising services are continually evolving and improving, it is inevitable that some services may be decommissioned at some stage.

Services can also become obsolete as needs change or approaches to meeting those needs change. Ending obsolete services, and re-commissioning others where appropriate, is part of our continuous cycle of commissioning.

This may require stopping a service (or a significant part of it) or terminating or re-negotiating a contract or grant with an existing service provider, where this is driven by needs.

Here are some examples of why existing provision of service may end:

- We may need to make space for a new and improved service/s.
- To enable innovation in service provision.
- To provide better value for money such as more effective achievement of the desired outcomes or more efficient delivery.
- To ensure a better fit to the level of demand and needs.

Our process for decommissioning follows the same principles as our commissioning approach alongside our clear rationale, good governance and robust risk management.

Our commissioning cycle

Our effective approach is through the development, implementation and use of our commissioning strategy. There are four key interlinking stages to our commissioning cycle all of which are centred around the communities of West Yorkshire; Understand, Plan, Do and Review.

Although the cycle is continuous, there are specific areas and timeframes associated with each element



Figure 1 commissioning cycle

Understand	<ul style="list-style-type: none"> • Stakeholder engagement • Identify current and future needs analysis • Map and review current provision • Map different options to address needs • Evaluate best practice, legislation and guidance • Agree the outcomes to be achieved • Lessons learned • Research • Procurement planning 	10 to 12 months prior to a specific contract implementation date
Plan	<ul style="list-style-type: none"> • Stakeholder engagement • Design / re-design • Draft and finalise Service Specification • Identify the budget available • Capacity and demand • Procurement process • Legal support to meet requirements 	9 to 12 months prior to a specific contract implementation date
Do	<ul style="list-style-type: none"> • Stakeholder engagement • Monitoring performance • Validation • Inform and influence • Exit plans considered 	3 to 6 months prior to a specific contract implementation date
Review	<ul style="list-style-type: none"> • Stakeholder engagement • Evaluation • Validation • Strategic planning and influence • Inform our understanding • Exit and de-commissioning if appropriate 	Continuous 12 months if de-commissioning

6. How we work together with others

Partnerships

Partnership working is at the heart of everything the Police and Crime Commissioner does. No single organisation can tackle the all too often complex problems in our society or meet the significant community safety challenges we all face. It is only by working together with others that we will be able to achieve the shared vision, deliver on the outcomes and tackle the priorities in the Police and Crime Plan.

By working closely with local partners towards our common purpose we can together tackle problems more effectively and make a real difference to the lives of individuals and the wellbeing of families and our communities”.

It is clear to all that policing services are provided by West Yorkshire Police. On behalf of local communities the PCC holds the Chief Constable to account for delivery of operational policing but there is very little policing activity that is delivered by the police alone. It is not an option for any of us to continue to work as we might have done in the past as the changing landscape demands a new response. The ‘and crime’ part of the Plan clearly relies on our communities, community safety partners, criminal justice, third, public and private sectors to work together to deliver on outcomes. In turn, the Police and Crime Panel scrutinises and supports the work of the PCC and his office but it is the public who will ultimately hold the PCC to account for the delivery of the Police and Crime Plan.

The PCC has established a partnership model that brings together strategic, advisory and delivery partners on a regular basis. The focus is on delivery and the PCC has provided a structure and resources for partners to work together to improve and innovate in a collaborative and cooperative environment. This structure is illustrated in the diagram below.



At West Yorkshire level

The PCC has brought together the key strategic players at West Yorkshire level in his Partnership Executive Group (PEG). These are the leaders across the system who need to work together to deliver the outcomes in the Police and Crime Plan, using limited resources in the most effective way possible, managing change and fulfilling reciprocal duties in current legislation. As well as the Police it includes the Crown Prosecution Service, the five Councils including public health, NHS England, the prison and probation services, the Fire Service and the third sector. The remit of PEG is to establish how by working together we can identify solutions that work in West Yorkshire to achieve our shared outcomes. By combining our expertise and knowledge from evidence based practice we can develop a robust needs analysis to inform strategic planning. It has already demonstrated its value and will continue to build on its achievements.

The PCC is Chair of the Local Criminal Justice Board, which consists of representatives from police, courts, and tribunal service, Victim Support, CPS, youth offending teams, probation, prisons, legal aid and defence solicitors. The PCC's Victims and Witnesses Services Adviser Chairs the Victims and Witness group and the Criminal Justice Adviser Chairs the Performance group. There are many opportunities to link the work of criminal justice partners to achieve effective delivery of the Police and Crime Plan. The PCC is supportive of finding the right configuration for future joint delivery.

At District level

At district level, the PCC is committed to building on the work of the five well-established community safety partnership (CSPs) in Bradford, Calderdale, Kirklees, Leeds and Wakefield. Each undertakes a joint needs assessment every year, and agrees a crime and disorder strategy to address the issues identified in the assessment. The work is the joint responsibility of all CSP partners with local authorities and the police often taking the lead. Other public services are also "co-operating authorities", sitting on the CSP and playing their part. Each of West Yorkshire districts has distinct needs and patterns of provision; it makes sense for some decisions about commissioning and accountability to be taken at that level.

There is a balance to be struck between working at the district and West Yorkshire level. Sometimes there will be benefits to be gained through models of delivery that cross district boundaries, at a West Yorkshire level. The PCC will expect CSPs to work together to learn from each other and from best practice nationally. The PCC will also ensure that CSPs are supported to improve outcomes, through agreed performance frameworks.

At Regional and National level

Where it makes sense to work with other PCCs as the best way to deliver services, the PCC will do this. The Regional Collaboration Board brings together the four PCCs for Yorkshire and the Humber together with the four Chief Constables to make collective decisions as there are a number of things best undertaken at this level to achieve the best outcomes or greater efficiencies by not duplicating functions or resources that can be shared.

The PCC also works with colleagues in other parts of the country and on a national basis through the Association of Police and Crime Commissioners (APCC), a body that he currently Chairs.

As services are commissioned, embedded into daily activity and improvements demonstrated, new services or a change of provider may be required. On some occasions the PCC may provide some funding for innovation and capacity building. Part of the agreement to fund these ideas will be around sustainability, i.e. the achievement of a more permanent funding source.

Involving our communities

Communities are the most important partners the PCC has and engagement with local people and local partners is key to successful delivery. The annual needs analysis which assesses crime, anti-social behaviour and criminal justice trends and impact also includes feedback from consultation with communities and our partners in identifying their priorities that then informs all delivery planning and decision making.

Engagement through surgeries, casework, events, surveys, regular consultations and communications provide the PCC with frequent contact with communities. The PCC also visits with neighbourhood policing teams and to community groups and partner organisations, stakeholder events and roundtables to better understand local policing and community safety needs to inform the delivery work of the OPCC to make sure our communities are safe and feel safe.

It is important to remember that the police, community safety partners, criminal justice partners and other public, third or private sectors, even working together don't have all the answers. Resilient communities have a vital role to play in delivery. Many of the outcomes in the Police and Crime Plan depend on behaviour change – victims acting in ways that make them less vulnerable, offenders choosing positive alternatives and communities responding in ways that sends a clear message about what is acceptable.

There is a particular concern that those communities most affected by crime have their say as it is all too often the case that it is precisely those communities including deprived neighbourhoods, victims of domestic and sexual abuse, Black, Asian and minority ethnic communities, disabled people and LGBT communities that are seldom heard. The PCC continues to seek to provide a strong voice for these communities and the needs and concerns of our communities are reflected in the PCC's priorities and will be reflected in our delivery.

The Annual Reports detail the community engagement activity of the PCC.

Working with the local third sector

The PCC believes that the local third sector – embracing the whole range of voluntary, community, faith based organisations and social enterprises – have a crucial role to play in delivering outcomes. At its best the sector can engage more successfully with seldom heard groups; provide very good value for money on a “not for profit” basis; compete for funding that isn't available to the public sector (e.g. from charitable and private sources); and provide high quality opportunities for people to give their time freely through formal and informal volunteering. This doesn't mean the sector has any automatic right to be funded. It works within the same expectations and disciplines with which other sectors must also comply.

The sector already plays a key role in making sure communities are safe and feel safe. It plays a vital role in developing community capacity and resilience. Other specific areas of service delivery include prevention and early intervention; providing support services for victims and witnesses, including both generic and specialist services for those who are particularly vulnerable; delivering a range of drugs and alcohol services; and preventing repeat offending by offering supported housing and employment. However, there is scope for the sector to play a more significant role with investing in the sector a good way to implement the Social Value Act.

The PCC is aware of the local Compact arrangements in place at district level, and will seek to work in a way that is consistent with the spirit of the Compact.

7. Funding Streams

A central part of the role of the PCC is to ensure that the people of West Yorkshire have effective and efficient policing and work co-operatively with community safety services. The PCC is the recipient of funding in relation to policing throughout West Yorkshire, and these funds are used to meet the strategic policing requirement (as set by the Home Secretary). This funding provides national, regional and local policing services to protect the communities of West Yorkshire. The main funding streams for the PCC are:

- The central government grant
- The precept (police proportion of the council tax)
- Other income

More information on these funding streams can be found in the PCCs budget, which is available on the PCC's website.

<http://www.westyorkshire-pcc.gov.uk/our-business/finance/budget>

The Partnership Executive Group reserve and Community Safety reserve support innovative and preventative community funded services and projects.

In addition to this the proceeds of crime funding supports the delivery of smaller projects through the Safer Communities Fund rounds that help voluntary, community groups, charities and partners keep their communities safe and feeling safe.

8. Allocation of Resources

The main areas that receive funding for the purpose of policing and community safety are detailed below.

Effective and Efficient Police Service for West Yorkshire

The Chief Constable provides the PCC with professional advice on the threats, risk and harm to West Yorkshire and what is required to meet the direction and priorities as set out in the PCC's Police and Crime Plan. A budget is then allocated to the Chief Constable based on the information provided. The Chief Constable is held to account for the delivery

of an effective and efficient police service by the PCC through an integrated performance process.

Collaboration with other PCCs and Police Forces

These are legal agreements between PCCs and Chief Constables for the provision of services across more than one policing area, and they can represent better value for money.

PCCs hold Chief Constables to account through regional strategic boards. PCCs are still responsible for the services provided to their community whilst Chief Constables are responsible for their own police officers and police staff.

PCC Commissioned services and partnership initiatives

The PCC and his Treasurer determine the level of funding for both commissioned services and partnership initiatives, and this is approved through the budget setting process.

Currently there are four aspects to the funding:

- a. The Local Commissioning of Victim Support Services Fund
- b. The Partnership Executive Group (PEG) Fund
- c. The Community Safety Fund
- d. The Community Safety Fund reserve

These funds are used by the PCC to commission specific services that are delivered outside of the police, to meet the priorities set out in the Police and Crime Plan.

The Community Safety Reserve and the Partnership Executive Group fund are used either as start-up funding, identified collectively by partners for specific initiatives to change service delivery, or for one off initiatives to solve a particular problem. The success or otherwise of these projects is intended to lead to changes to ways of working and sustainability through mainstreaming new services.

The Community Safety Fund - Historically the Home Office gave a specific grant to local community safety partners. This was later allocated to PCC's and ring fenced, more recently it has become part of the PCCs core grant, and is no longer ring fenced. Within West Yorkshire the PCC has always supported Community Safety partnerships through the use of this fund.

The Local Commissioning of Victims' Support Services Fund is wholly provided by the Ministry of Justice, and is used primarily to commission services to provide emotional and practical support to enable victims and survivors cope and recover from the trauma they have suffered through crime.

All the above services may be commissioned solely by the PCC or jointly with other partners such as local authorities or the NHS.

The PCC holds the Chief Executive, the Chief Finance Officer, and staff of the Office of Police and Crime Commissioner to account through the regular assessment of performance against the delivery plan.

The PCC's Safer Communities Fund

The PCC's Safer Communities Fund is also available to those organisations from the community and voluntary sector for projects that help the PCC meet the priorities set out in his plan. Funding is allocated on a quarterly basis via an application process with the PCC considering each application against set criteria.

Further information on the PCC's Safer Communities Fund and current commissioning arrangements can be found on the website.

<https://www.westyorkshire-pcc.gov.uk/safer-communities-fund.aspx>



9. Commissioning Mechanisms

The main ways in which services will be commissioned as are follows;

Commissioned and Contracted Services

All commissioning will be undertaken in line with the Regional Yorkshire and Humber Contract Standing Orders, approved by the PCC in the scheme of delegation and financial regulations. These standing orders have been agreed by the four regional PCCs, and set out the options available for different types of procurement and contracting activity.

With this option, the PCC will enter into a contract with providers for goods and services. This will involve testing the market in some form, agreement to a service specification, and then entering into a contractual relationship to meet those requirements. There are a range of approaches that could be used and these will be proportionate to a number of factors including the value of the contract, length of contract, procurement frameworks that are available.

This mechanism provides the greatest level of control for the PCC to ensure that services provided are the most effective at the most competitive price and help deliver the priorities of the Police and Crime Plan.

It is recognised, however, that the associated costs for using this delivery method are higher. It takes longer to establish the contract and requires significant input to ensure the benefits are maximised.

By way of a grant

The PCC is allowed under legislation (section three of the Police Reform and Social Responsibility Act 2011) to make a crime and disorder reduction grant to any person which, in the opinion of the PCC, will secure, or contribute to securing, crime and disorder reduction in the body's area.

In these circumstances, agreements will be issued that outline the specific conditions with regard to use of the grant. Service providers will be required to provide performance data and/ or progress reports as appropriate. Requests for reports on how the PCC grant has helped the communities of West Yorkshire will be proportionate to the service provided.

Grants will be used, but not limited to, the following circumstances:

- To provide one-off funding arrangements
- Where the application for funding meets a clear objective in PCC's Police and Crime Plan
- Predominately used to support third sector groups where formal contracts are unsuitable and not appropriate

Partnership and Co-commissioning arrangement

The PCC may also enter into partnership agreements for the joint provision of services with other public sector organisations; either directly as a joint commissioner or as a contributor to a joint funding arrangement, and depending on the service in question, may be undertaken through either a service level agreement or a grant.

Each service level agreement will set out the PCC role, the necessary governance arrangements and the service requirements.

These agreements may:

- Only be used with other public sector organisations
- Be used for all public sector organisation arrangements regardless of financial value
- Have proportionate governance in place to ensure delivery of police and crime plan priorities and the management of risk
- Work within the parameters of this strategy and meet the needs of the PCC

A decision on the most appropriate mechanism for commissioning a service will be taken as part of the commissioning process but will include assessing the benefits, restrictions and legal requirements for both the PCC and the provider. The method chosen will be informed by the Commissioning Principles, service requirements and what is right for West Yorkshire. The PCC's commissioning intentions will be published in his Police and Crime Plan.

10. Governance and Performance Monitoring

All commissioned and granted services will be required to demonstrate how the funding provided by the PCC is being spent, and how it is adding value to the service provided to the communities of West Yorkshire.

A standard approach will be taken wherever possible to ensure the reporting mechanisms are timely, proportionate to the service being provided and the funding amount, and the risks and vulnerabilities of the people to whom the service is being provided.

Some of the methods that may be used include meetings with the Commissioner's contract management staff, regular financial and performance reports, as well as presentations and attendance at partnership boards, for example, the Domestic and Sexual Abuse Board.

The PCC will publish this information as part of his progress and annual report.

11. Decommissioning of Services

Where necessary, the PCC will reduce services or decommission services that are no longer needed. This ensures that finite resources are directed to the most effective services and aligned to the PCC's Police and Crime Plan. Before taking such a decision the PCC will consider all the information that is available to him, including governance and performance monitoring reports. Decisions will always be taken in an open and transparent manner and published on the website. Wherever possible, six months' notice of an intention to de-commission a service will be given.

12. General Data Protection Regulations

Under The General Data Protection Regulation (GDPR) and Data Protection Act 2018 all our commissioned providers must;

- comply fully with the relevant Data Protection legislation including the General Data Protection Regulation and Data Protection Act 2018 and must keep all data, personal information and key documents up to date;
- deploy appropriate technical and organisational measures, which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, and regularly assess and evaluate the effectiveness of the such measures;
- ensure technical and organisational measures comply with the rights of data subjects in respect of receiving privacy information, and access, rectification and deletion of personal data where appropriate;
- If appropriate, provide and use a secure encrypted email account when corresponding under contract.

13. Commissioning Intentions

Looking ahead our Commissioning Intentions set out how the commissioning budget is allocated to support delivery of the Police and Crime Plan.

The Commissioning budget

The commissioning budget is outlined in the annual budget setting process, approved by the PCC, and ratified by the Police and Crime panel each February. The budget setting documents can be found on the link below:

<https://www.westyorkshire-pcc.gov.uk/our-business/finance/budget.aspx>

For 2020/21 the total commissioning budget stands at £7,892,200 the main elements of it being:

- a. Local Commissioning of Victims' Support Services Fund £2,712,200

The Ministry of Justice has provided a grant to Police and Crime Commissioners to provide support services for victims of crime and to deliver restorative justice. There is also an indicative allocation within that grant for the provision of specialist services for child sexual abuse victims.

b. Community Safety Fund £5.18m

Historically the Home Office gave a specific grant to local community safety partners. This was later allocated to PCC's and ring fenced, and then became part of the PCCs core grant, and is no longer ring fenced. With West Yorkshire the PCC has always supported Community Safety partnerships (and others) through the use of this fund.

- c. Partnership Executive Group and the Community Safety Fund Reserve have in previous years have had £1 million each for both the above groups in order that recommendations made around more efficient and effective working can be supported. The residual balance is allocated and will be spent on preventative innovate services

Future Commissioning Activity

In terms of future commissioning activity, there are a number of key contracted and granted services that are commissioned by the PCC, and within the current commissioning cycle these fall into three categories:

- a. Those, which have recently been recently re-commissioned and as such are already committed in the budget over the medium term.
- b. Those, which are coming to the end of the contract/ grant period and are currently undergoing review or new services are being considered.
- c. Those where reviews are planned for the future due to contracts ending in the medium/ longer term.
- d. Although some elements of the commissioning cycle can be worked on at the same time, in general, we will work to the following timescales, noting that there may be occasions on which the timetable can be shortened, depending on the scale of the services under review, and to provide flexibility to the PCC. Wherever possible we will work with service users, providers and experts to ensure that the service we provide is the most effective and efficient possible.

A full list of services that are currently commissioned by means of a contract or grant are published on the PCC website for 2019/20.

https://www.westyorkshire-pcc.gov.uk/sites/default/files/current_contracts_and_granting_2019-2020.pdf

We will be working with partners over the next year to look at how best we can commission a range of West Yorkshire wide services in support of the Police and Crime plan objectives.

Considerations at this stage include:

- a. Drugs, alcohol and substance abuse.
- b. Reducing Re-offending
- c. Safeguarding vulnerable people including children and young people
- d. Further developing the support available to victims and witnesses
- e. Recommendations from the PCC's partnerships

Commissioned services for these longer-term priority areas have not yet been specified. Recommendations will be taken from the specialist advisor strategies, and the partnerships in place. Tender opportunities will be advertised via the BlueLight e-procurement system and the PCCs own website: <https://bluelight.eu-supply.com/>

Extraordinary Commissioning amid COVID-19 - 2020/21

In late February 2020, the Head of Commissioning contacted all PCC funded services due to the increasing presences of COVID-19 not only in the UK but also in the West Yorkshire area and requested copies of services/organisations Business Continuity Plans. This enabled the office to understand any service disruption that may occur and to ensure we were informed of planning undertaken, needs identified and support that maybe required. This also enabled us to be prepared for the predicted request that would be made by external funding bodies. The PCCs funding pledge to all commissioned services provided reassurance to all the providers in a very uncertain and challenging time **(Appendix 2)**.

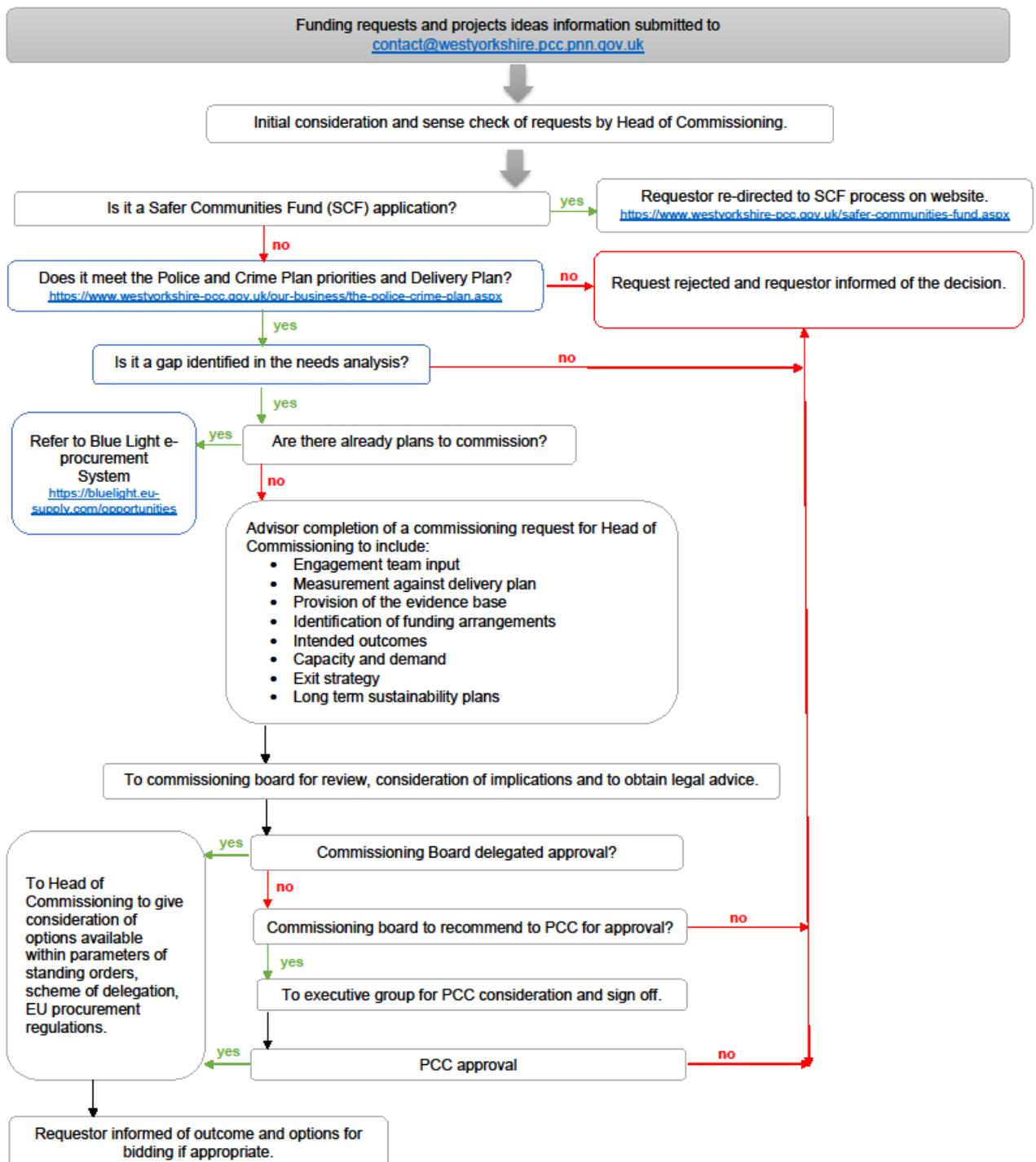
Significant challenges and restrictions accompanied the funding including short timeframes in which to advertise, facilitate and submit funding requirements. Restrictions of spending timeframes set between first day of lockdown, 24th March to 31st October 2020. In addition, the size and governance of organisations has to meet strict requirements to make requests.

Appendix 1 - Commissioning Process flowchart

Julia Clough, Head of Commissioning - September 2019



The Police and Crime Commissioner for West Yorkshire Commissioning process





Our pledge for West Yorkshire OPCC funded services

Mark's reassurance for organisations he funds amid COVID-19 outbreak

Changing or adapting your activities

We recognise that services may experience difficulties in achieving some of the required outputs or outcomes as agreed in your grant during this time. We would like to be able to maintain our grant payments to you at originally agreed levels during this period, so please have a conversation with us if you are affected in this way.

Financial flexibility

We understand you may need to use your funding to help cover other essential areas such as sickness, purchasing equipment, or deliver services differently. Working with you and our funders, we will endeavour to support the movement of funding between budget headings to ensure your work continues. This will require us to seek and gain agreement from our funders and will be assessed on a case-by-case basis.

Discussing key dates or deadlines

We do not want to add to your pressure. If you think, you will experience difficulties in meeting our reporting deadlines please get in touch. Working with you and our funders, we can then seek agreement for more realistic times to make returns to us.

Listening to you

Please talk to us about your situation. We have already established scheduled communications with some providers. However, for those we have not we ask that you contact us to ensure conversations take place at the right time for you.