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**Police & Crime
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West Yorkshire

Commissioning: A framework document

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Introduction

- As Police and Crime Commissioner (PCC) for West Yorkshire I aim to understand the citizens and communities of West Yorkshire and support all leaders to work effectively together in order to secure the shared outcomes contained within the Police and Crime Plan 2013-18.
 - My vision and strategy for the delivery of police and crime services is one which is much more flexible, one that includes a collective effort of partners, and one that is there for West Yorkshire individuals and communities when they need it.
 - In my role I am able to provide grants or commission services to meet my aims. This document provides a framework that I will adopt when fulfilling this role. It is not intended to act as a comprehensive guide to commissioning, but is an active document that is likely to continue to evolve over time.
 - Commissioning can occur in different ways: at strategic or operational level; covering different geographical areas; or to address the needs of groups of people or a family or an individual. Regardless of the level, the focus should be on commissioning FOR outcomes rather than simple commissioning OF services.
 - I know through the strength of partnerships within West Yorkshire that leaders and partners will “commission” to achieve our shared community outcomes based on the knowledge we have and on current policing, community safety and criminal justice agencies’ needs.
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Setting the scene

- ❑ If all elements of commissioning are implemented I anticipate there will be opportunities to transform, innovate and improve. I will be commissioning and providing funding in different ways.
 - ❑ At the forefront of any decisions I will be doing my best with resources I have available to ensure West Yorkshire communities are safer and feel safer. Wherever possible I will commission local services to meet local needs.
 - ❑ **Commissioning though is not all about money:** Securing better outcomes relies on a mix of activities from a range of partner organisations. Supporting a 'troubled family', for example, will involve the resources and assets of a range of agencies, the local community and buy-in from the family themselves. Very often therefore we are seeking to influence others through our commissioning, as well as commission direct.
 - ❑ **Commissioning is not all about procurement:** Delivery models, procurement strategies and contracting rules and regulations are important but commissioning is much wider. As much time as possible should be spent on understanding the need and seeking innovation from partners to maximise delivery of outcomes.
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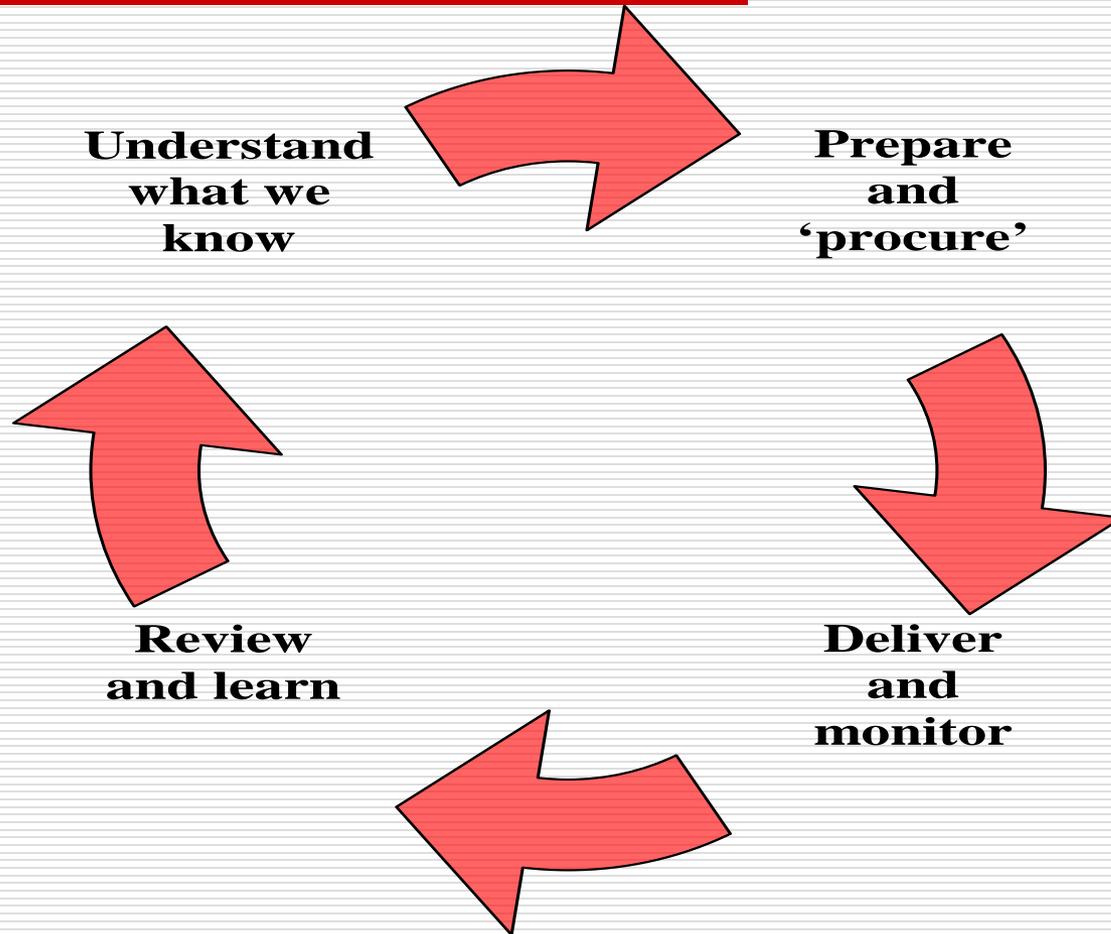
Commissioning options

- ❑ Devolving commissioning to communities or individuals
 - ❑ Galvanising the way all partners work together to achieve shared outcomes.
 - ❑ Providing grants
 - ❑ Transferring funding for others to deliver
 - ❑ Procure full or part-cost recovery via charging
 - ❑ Decommissioning where necessary
 - ❑ Manage demand through the use of information, advice and guidance, behaviour change
 - ❑ Use of mutuals, social enterprises, etc. where outcomes are not met using internal resources
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10 principles¹ to commissioning and funding

- ❑ Involve all communities
- ❑ Work in partnership
- ❑ Identify collaborative opportunities that can be delivered county-wide while meeting local need
- ❑ Make decisions based on available evidence
- ❑ Use people/organisations best suited to the task
- ❑ Ensure quality standards across West Yorkshire
- ❑ Identify shared priority areas for development
- ❑ Be transparent and secure value for money
- ❑ Safeguard vulnerability
- ❑ Highlight the successes and innovation, decommission where initiatives are not working.

Cycle of commissioning



Understand what we know

- On an annual basis the OPCC will publish an analysis to assess crime, community safety and criminal justice need within West Yorkshire.
 - We will
 - Recognise local outcomes, needs, resources and priorities in collaboration with others.
 - Learn from 'what works' in West Yorkshire ensuring good practice and effective delivery contributes to a shared knowledge base.
 - Take account of provider information and community views and build on the work of others
 - Collate and analyse a wide range of data and information, ensuring that the content and findings from needs assessments undertaken by others is included in this body of knowledge
 - Analyse through effective performance management and review current activity and delivery of force and partners to identify where there are successes and whether delivery continues to meet the needs of our communities.
 - For 2013 the needs analysis will be published late autumn/early winter ahead of the funding announcement
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Prepare and plan

- ❑ Identify and understand what are emerging short, medium and longer term priorities and where there are gaps.
 - ❑ Understand what others are doing – what needs to continue to be delivered, what can stop, and what else is needed.
 - ❑ Identify how best we can achieve this together based on the evidence we have
 - ❑ Identify opportunities for joint delivery which may include pooling funding
 - ❑ Prepare my commissioning intentions document on annual basis.
 - ❑ Share my intentions with West Yorkshire communities and partners involved in the delivery of the Police and Crime Plan
 - ❑ Prepare and publicise outcome based specification/s when required inviting proposals from a range of partners working alone or in collaboration.
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Deliver and monitor

- ❑ Where required, secure goods or services that best meet community outcomes.
 - ❑ Ensure that those funded to deliver in West Yorkshire agree to the shared principles agreed in partnership with others
 - ❑ Issue contracts directly, jointly or through devolving to partners / communities
 - ❑ Manage performance for the duration of delivery
 - ❑ Decommission where there is a need
 - ❑ Use the resources within WYP and the Regional Procurement Team to provide expert procurement, legal and financial advice
 - ❑ Monitor delivery against outcomes and manage relationships
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Review, evaluate, learn and share

- All delivery should be reviewed against expected outcomes and quality assured to ensure contracts are fulfilled

 - Performance will be reported on a quarterly basis, these will be made public and will be discussed with the:
 - Chief Constable and Chief Officers at Community Outcome meetings
 - Partnership Executive Group,
 - West Yorkshire Community Safety Forum.
 - Commissioning Group

 - Together we will evaluate and learn what does and does not work and feed this into our broader understanding and knowledge

 - With partners I will use this to continually find opportunities from my investments to identify further income and strive for innovation in the way we deliver our shared outcomes. To assist with this I have recently published my 3i approach towards achievement of those opportunities
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For further information

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PCC planning resources:

- West Yorkshire Police and Crime Plan 2013-18
 - West Yorkshire PCC Vision and strategy for the implementation of the Police and Crime Plan 2013-18
 - 3i model – income, innovation, investment
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