

## **Introduction**

The Police and Crime Plan for Leicester, Leicestershire and Rutland, outlines the priorities of the Police and Crime Commissioner; the current plan is designed to last 2021-2024, with short- and medium-term priorities for the city and two counties, covered by Leicestershire Police. The Police and Crime Plan underpins the work of the Office of the Police and Crime Commissioner (the OPCC), including the commissioning activities; the priorities are as follows:

- Increase in the policing of rural areas and build on a strategy for business crime and rural crime.
- Working to drive down knife crime and other forms of violent crime.
- Produce a quality service to tackle acts of domestic abuse, including protection orders, victim services and perpetrator programmes designed to change behaviour.
- Night time economy strategy to increase safety of people and premises.
- To ensure a positive response across the criminal justice system to victims and support them in the trauma they face.
- Working with the Force to develop a Safer Communities Strategy to place staff and officers more in the communities.
- Working with the Force to refresh the estates strategy.
- Working to revitalise the spirit of volunteering and unleash the power of communities through more neighbourhood watches, community speed watch as well as working more coherently and productively with other community groups to tackle quality of life issues.
- To invest in the work of the Violence Reduction Network.

Many factors have influenced the future direction of crime prevention and commissioning of services to support Leicester, Leicestershire and Rutland (LLR). The priorities which have been set have been guided by public opinion, our partners and evidence of threats facing the city and two counties in terms of crime. Currently the following have been identified as the areas that will be prioritised when it comes to allocating resources:

- Visible Policing
- Urban Policing
- Rural Policing
- High Tech Policing
- Local Neighbourhood Policing
- Community Policing
- Protecting Business
- Curbing Violent Crime
- Supporting Victims of Crime

This strategy aims to set out how the Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland will commission services to support the aims of the Police and Crime Plan, the avenues of funding available and how this will be resourced.

### **Commissioning Resources**

The OPCC uses three core approaches to commission services across LLR; these include commissioning services with core funding, providing grant opportunities, either through the OPCC or supporting local bids for central government grant opportunities, such as those from the Ministry of Justice, and co-commissioning opportunities with other LLR based partners.

For commissioned services, we hold a central register of all contracted services for Victim services and other areas of support such as Substance Misuse and Out of Court Disposal services. The services we commission include our Victim First services, working with the Force as the first line of support following a crime taking place, providers to support those with substance misuse and addictions, as well as victim services for domestic abuse and sexual violence crimes with an additional service for perpetrators. We also commission services for our Violence Reduction Network. This typically focuses on projects and services which seek to prevent and reduce violence affecting children, young people and communities.

Contracts of this nature are typically commissioned for medium- and long-term bases, using the principles outlined further in this strategy. Some services may only be commissioned for the short term, especially if they may be a piloted service or subject to external funding parameters. The process for commissioned services is detailed further in this strategy.

The grants process run by the OPCC is for the Commissioner's Safety Fund, with several rounds of funding available throughout a financial year. These rounds target projects that are community led to aid the reduction of crime and increase the amount of support in communities. Each potential project can be a value of up to £10,000 for a 12-month period. Details of the process are set out further in this strategy.

Co-commissioning is a significant part of commissioning team's workload; for example, we co-commission the Domestic Abuse and Sexual Violence services across LLR with the local authorities and take part in contract management project boards to monitor progress and contract performance accordingly. We are continually looking for new opportunities to collaborate with our commissioning partners across LLR to maximise provision for service users and ensure value for money across the region.

**Police & Crime  
Commissioner  
for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner**

## **Commissioning Principles**

When commissioning services, running grant processes or co-commissioning with partners, the fundamental principles that underpin our work are:

### **Evidence Based Commissioning**

We are committed to taking an evidence-based approach in all our commissioning activity so that our commissioned services meet the needs of the individuals, families and/or communities for which they are intended. This involves being clear about the intended outcomes from the outset and using data and insights to thoroughly understand needs as well as gaps in current provision. Drawing on the best available research, we also seek to ensure service design is consistent with the evidence-base or where there is a gap in evidence, ensure we have a robust Theory of Change to support evaluation. Consistent with the commissioning cycle we continue to deploy this approach through monitoring and evaluating outcomes within our contract management processes. Co-production is a key enabler in our approach and we will seek to co-produce with service-users and partners in understanding need and designing and evaluating services.

### **Victim centred**

We recognise the importance of providing tailored and high-quality services to support victims to recover from the often-far-reaching impact of crime. It is also vital that we ensure the experiences and needs of victims influence the design and delivery of services for perpetrators. Victims are therefore always at the heart of our commissioning activity including in relation to service design and the evaluation of the responsiveness and effectiveness of services.

### **Openness and Transparency**

For all commissioning activity, whether this be a tender process or grant opportunity, we will be open and transparent throughout the process. Wherever possible, we will also pursue value for money and seek to attract the widest circle of providers for all opportunities. We will:

- Use open fair and transparent processes in line with the most up to date Procurement regulations
- Provide workshops and engagement opportunities as applicable
- Follow a grants process that is fair and open to as many interested organisations as possible; we will provide a series of workshops and opportunities to ask questions regarding the bidding process as well as ensuring the process contains ways of bidding that increases accessibility regardless of previous experience.
- Produce outcomes for each contractual arrangement pursuant to tendering or bidding activity, that is proportionate to the value and needs of any agreement. The monitoring of any outcomes will be regular and in line with any conditions attached to the funding.

### **Value for Money**

All commissioned OPCC services are evaluated to ensure they are the most economically advantageous, coupled with the quality of providers at the time of bidding; this is done so through the following methods:

- Open and fair tendering processes that are aligned to current Procurement laws and regulations; ensure a transparent and competitive process is followed.

- Clear definitions of processes and assessments which will be followed for all commissioning activity.
- Wherever possible, engage in co-commissioning activity and partnership working arrangements.
- Annual review of tendering documentation and processes to ensure continuous and dynamic improvement.

### **Sustainability and Social Value**

Where proportionate, we will consider social value and additional value to contracts as part of tendering activity. As per the Social Value Act 2012, our focus will be to find social, economic and environmental improvements that can be made by a provider in order to benefit local communities. A question related to the social value ability of a provider will be routinely asked where proportionate, of contracts over a value of £50,000. We will ensure that the social value outcomes should be of no additional monetary cost to the contract held by the OPCC.

Wherever possible, longer contract terms will be advertised to encourage competition and value for money; this will allow for contracts to be maintained and sustainable for longer terms, ensuring a continuity of service for service users. We are committed to monitoring and evaluating outcomes for all contracts to understand the effectiveness of services, and those worthy of ongoing investment.

### **Partnerships**

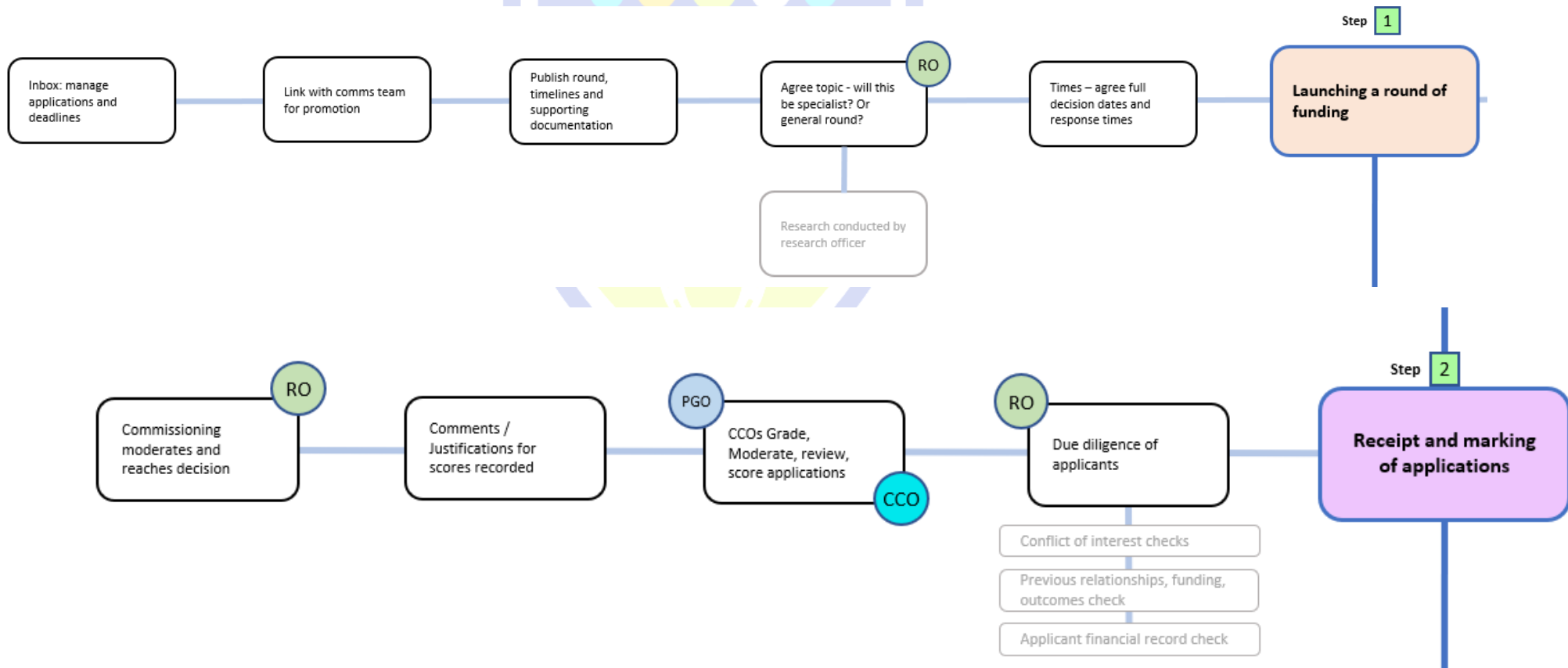
We will actively seek to engage with local partners in all relevant commissioning activity. We work with a wide-range of partners including the Police and other criminal justice agencies, Local Authorities, Health, the Voluntary and Community Sectors. We are also committed to actively participating in partnership boards and sub-groups in relation to our co-commissioning activity.

This partnership approach is often the best way to commission services so that they are as comprehensive and responsive as possible.

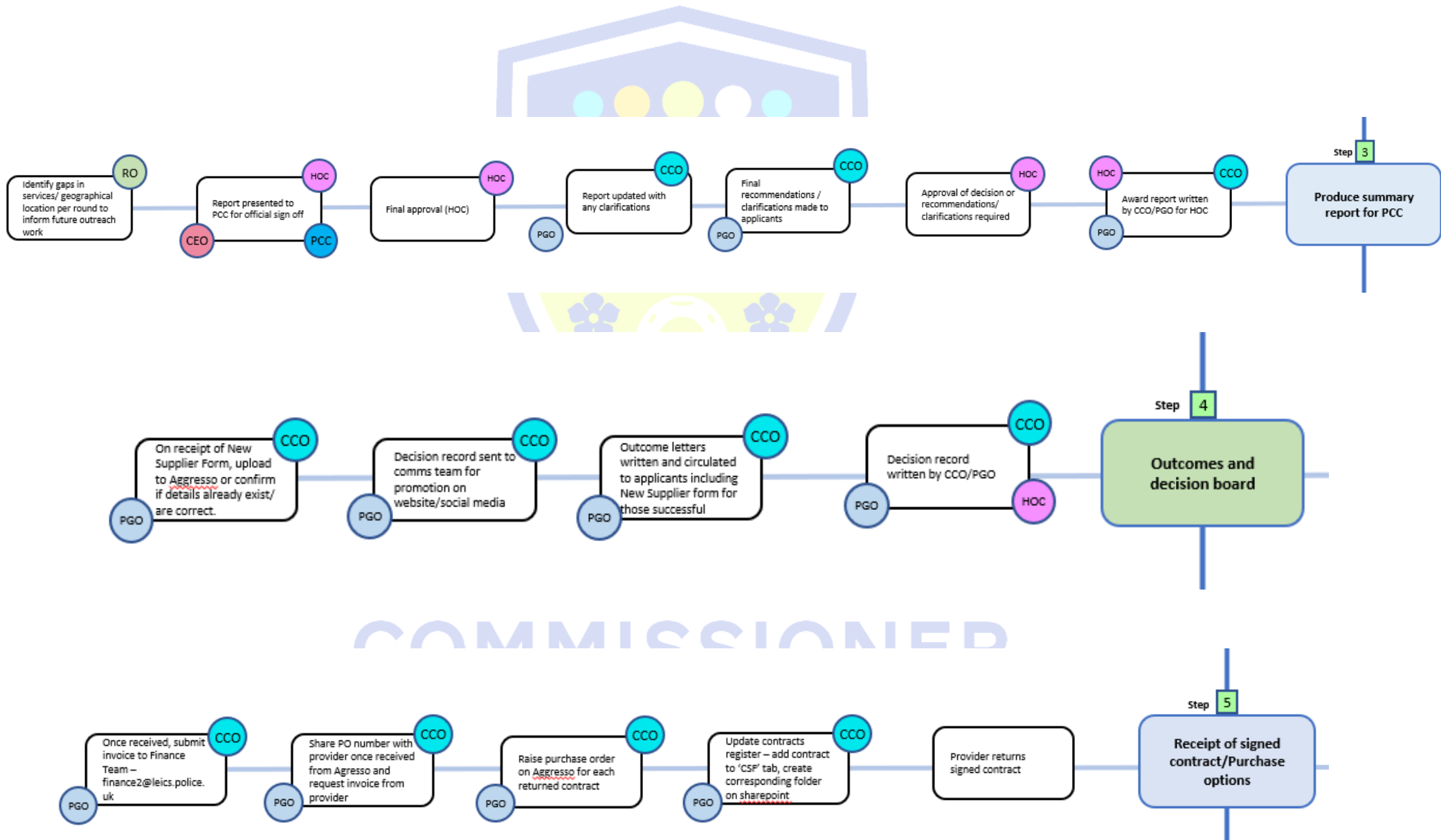
When working in partnership we will:

- Adopt a whole system approach, working across geographical, organisational and political boundaries to meet the needs of our service users and communities
- Agree which partner should lead the co-commissioning activity based on factors such as level of investment and expertise. We will offer to take the lead where a service is directly linked to a priority within the Police and Crime Plan.
- Identify shared outcomes and build a partnership which maximises achievement of these including securing resource from different sources.
- Draw on the expertise of others particularly when commissioning specialist services. This may include proactively engaging with potential providers whilst maintaining a fair and transparent process for all.
- Work with partners to jointly monitor, improve and support co-commissioned services through a joint contract management process.
- Develop a partnerships plan that allows for opportunities to be identified for future co-commissioning work. This will assist in reducing potential duplication in services thereby increasing value for money.

**Grants Process – Commissioners Safety Fund**

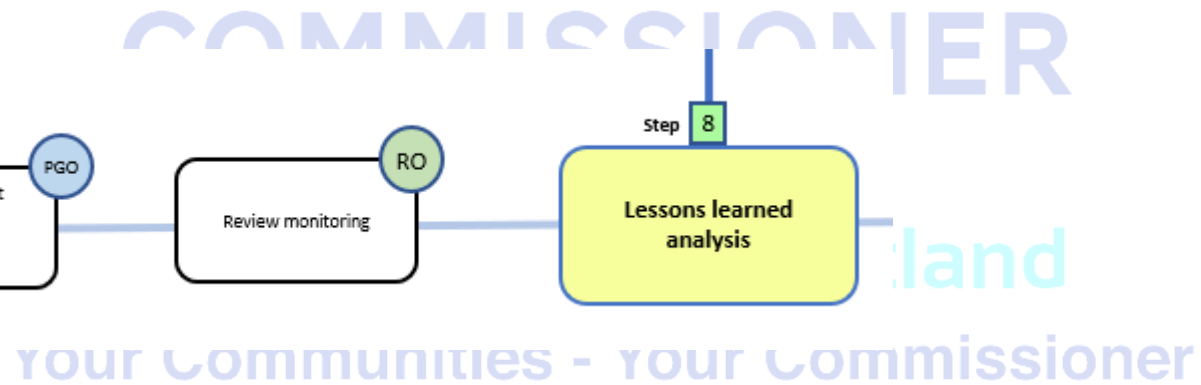
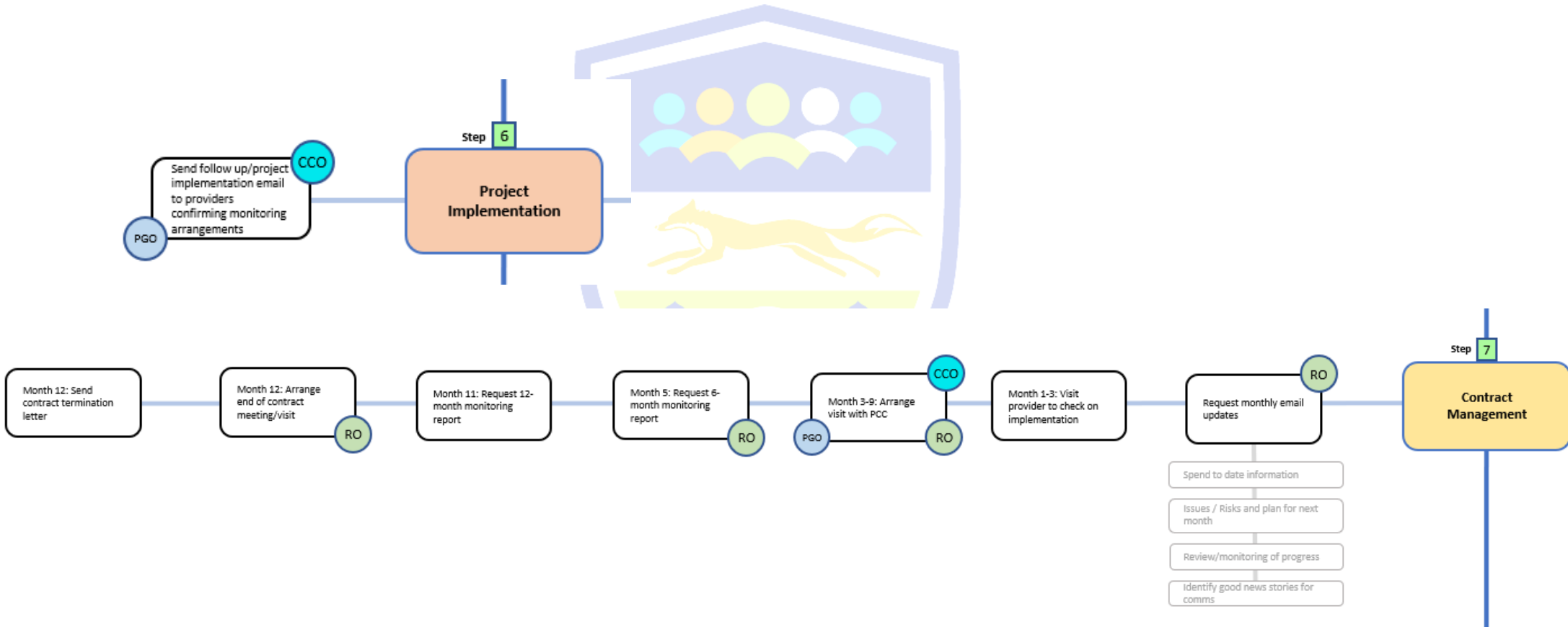


for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner



# COMMISSIONED

Your Communities - Your Commissioner



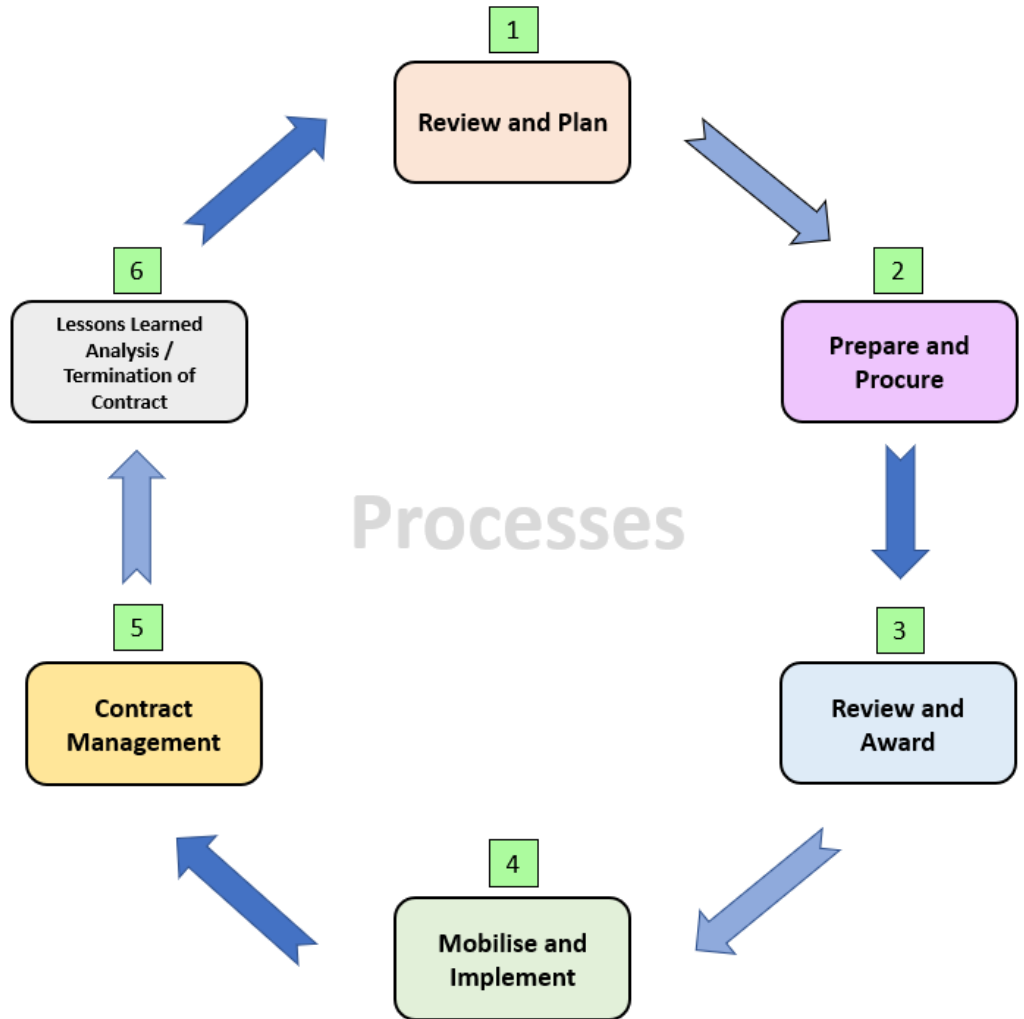
**Commissioning Cycle**



**Commissioning Cycle Process**

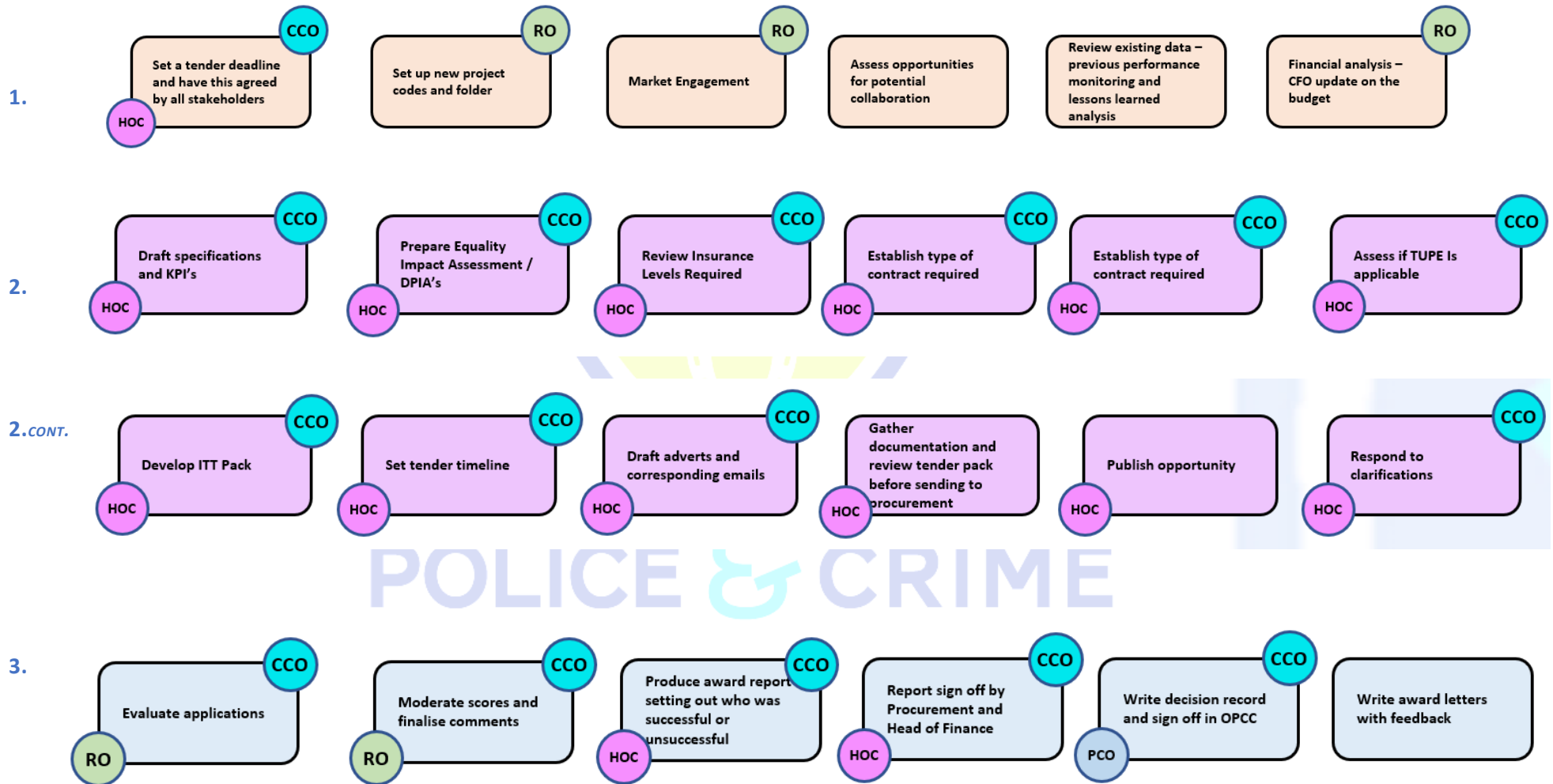


Key	Role
	Head of Commissioning
	Research Officer
	Commissioning Contracts Officer
	Chief Executive Officer
	Police & Crime Commissioner
	Policy and Compliance Officer
	Senior Management Team



**Leicestershire & Rutland**  
 Your Communities - Your Commissioner



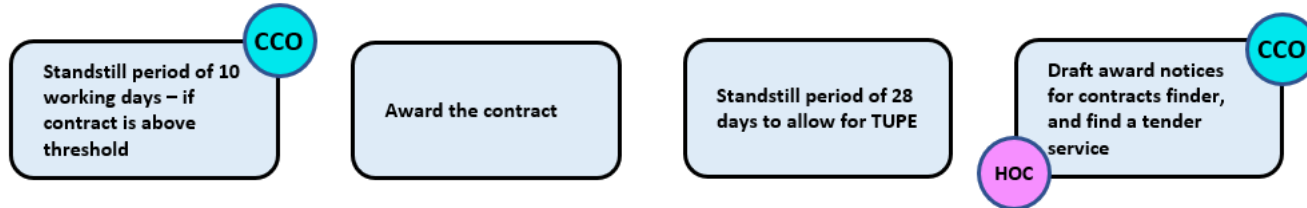


POLICE & CRIME

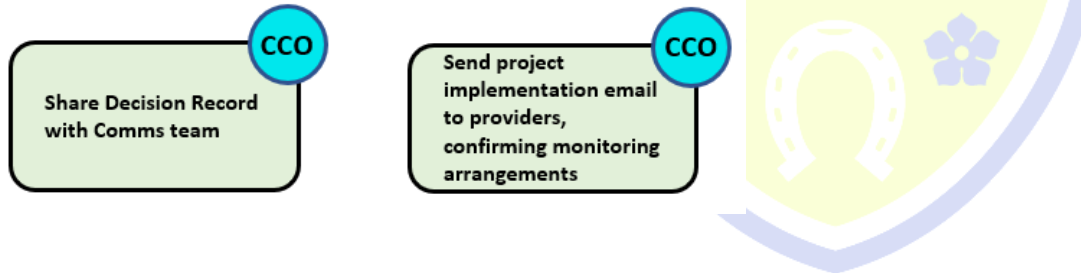
Leicestershire & Rutland  
Your Communities - Your Commissioner



3. CONT.



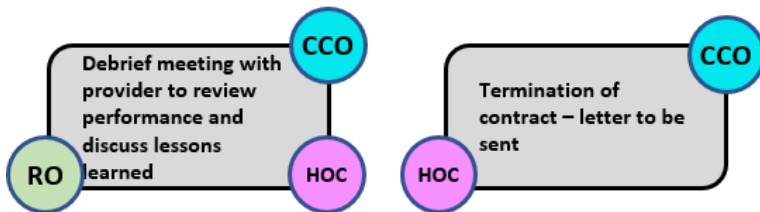
4.



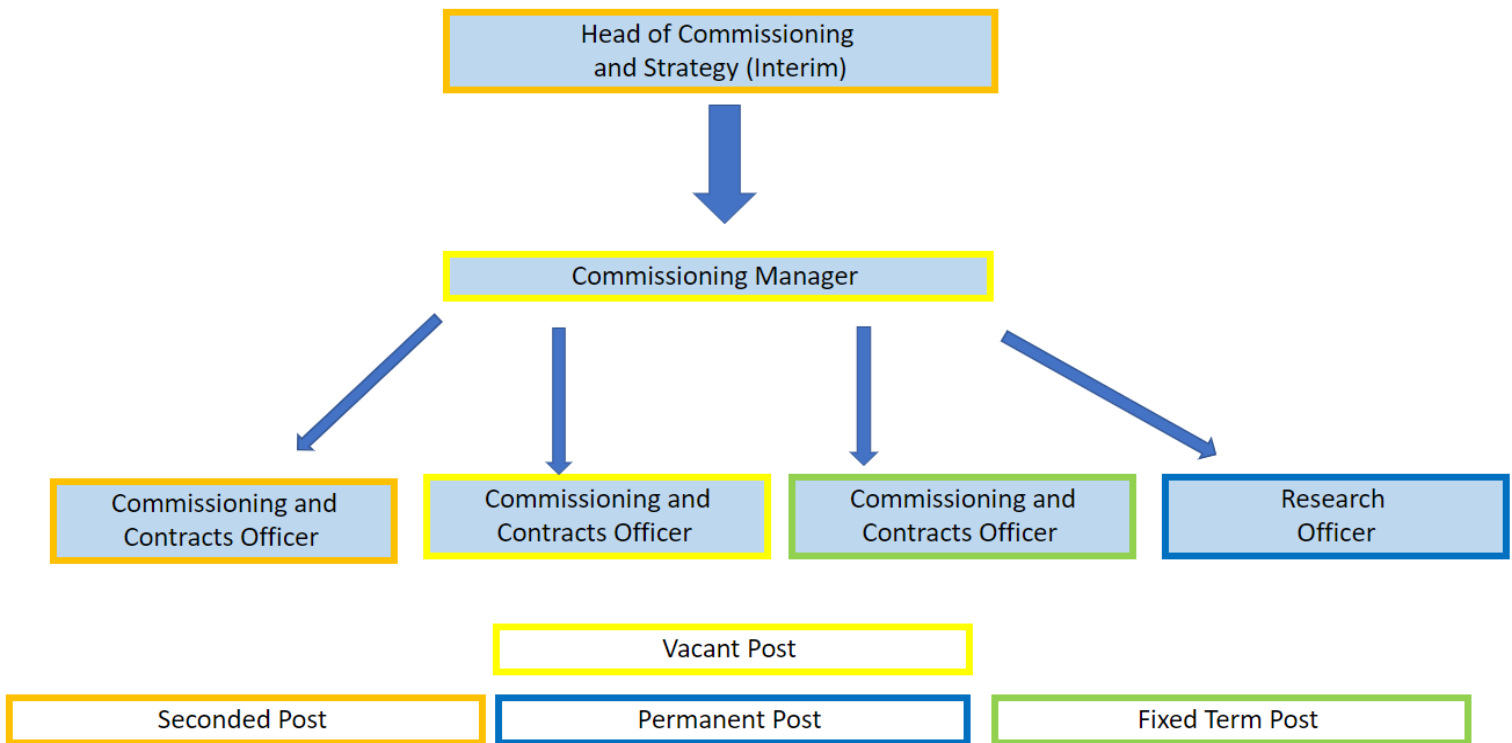
5.



6.



Commissioning Team



**POLICE & CRIME**  
**COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner

## **Appendix – Police and Crime Priorities 2022-2023**

### **To be reviewed and updated – April 2023**

#### **Commissioning Framework**

As outlined in the Corporate Governance Framework, the Police and Crime Commissioner has set out the strategic direction for policing through the Police and Crime Plan. The PCC is responsible for understanding and promoting the priorities of the plan and the dynamic relationship between the police and local service users and providers. Commissioning is deciding how to use the total resource available in order to improve outcomes in the most efficient, effective and sustainable way. The PCC, from time to time and in line with the Police and Crime Plan, will publish annually a Commissioning Framework to set out the intended contractual spend for that financial year, ensuring that there is always an active Commissioning Framework in place. The Commissioning Framework also sets out the intended commissioning projects that are to be undertaken that will themselves further adjust future spend and activity and in doing so acts in part as a “market position statement” to help in preparing the market for future procurements. It is the nature of commissioning that some of the detailed spending plans will emerge throughout the period of the Commissioning Framework (for example a grants programme will award grants throughout or at specific points of any given year). Where an organisation is identified to receive amounts not specified in the Commissioning Framework then in the interests of transparency this will be taken and published as a separate decision of the PCC. The active and past commissioning frameworks will be published on the OPCC website, appended to this strategy.

Overleaf are the main priorities that have been identified for financial year 2022-2023, complete with spend data.

The logo of the Police and Crime Commissioner for Leicestershire & Rutland is a shield-shaped emblem. It features a central figure, possibly a knight or a saint, holding a staff or a similar object. The shield is divided into sections with different colors, including yellow, blue, and red. The text 'POLICE & CRIME COMMISSIONER for Leicestershire & Rutland' is written across the shield in a stylized font.

**POLICE & CRIME  
COMMISSIONER  
for Leicestershire,  
Leicestershire & Rutland  
Your Communities - Your Commissioner**

### Victims of Crime

**Strategic Aim** – To alleviate the suffering, both practical and emotional, of victims of crime.

Being a victim of crime can be a devastating experience both emotionally and practically. Both the OPCC and Force have a role to play in alleviating the suffering of victims of crime.

Among the measures that the PCC would like to see implemented within an agreed timescale are:

- A written strategy for the services that we commission to provide practical help and advice to victims of crime as they navigate the criminal justice system;
- A written strategy for the services that we commission, to provide practical advice to victims of crime on how to avoid becoming a victim again – e.g. home security advice to victims of burglary, on-line security advice to victims of cybercrime etc.
- A written strategy for the services that we commission, to provide practical help to vulnerable victims of crime – e.g. free or subsidised window locks to victims of burglary who are retired, qualify for free school meals or are otherwise identifiably vulnerable.
- Regular monitoring of communication between police and victims of crime [anecdotally this appears to be a real weakness for Leicestershire Police] as the case progresses through the criminal justice system to its conclusion [whatever that is];
- Regular monitoring of satisfaction of all victims of crime with the service they receive from the Police;
- Regular monitoring of outcomes through the justice system – to include percentage of cases dropped by police, time taken to trial, number of late cancellations of trial, outcome of trials, quality of files submitted by Leicestershire Police to Crown Prosecution Service;
- Regular co-operation [presumably through the Local Criminal Justice Board] with other players in the Criminal Justice System to improve outcomes for victims of crime.

### Violence Against Women and Girls

**Strategic Aim** – To reduce violent crime against women and girls both in public spaces and in domestic settings.

Violence against women and girls is despicable and must be driven down at every opportunity.

By the end of the year, the PCC would like to see:

- A coherent strategy for our commissioning of services for female victims of violent crime;
- A coherent strategy for our commissioning of crime prevention activities to drive down violence against females;
- A coherent strategy from the Force on how they intend to drive down violence against women and girls;
- A schedule to monitor both activity and outcomes in this campaign.

**Upcoming Commissioning Activity for 2022 – 2023**

<b><u>Contract Number</u></b>	<b><u>Contract Name</u></b>	<b><u>Contract Due</u></b>	<b><u>Contract Value</u></b>
CORE018	CARA	01/04/2023	£56,000
CORE028	Women's Out of Court Disposal Services	01/04/2023	£32,050
CORE025	Out of Court Disposal Education Services	01/04/2023	£20,767
CORE026	PAVE	01/04/2023	£105,000
CORE004	Victim First Services	31/12/2023	£2,800,000
CORE005	Target Hardening	31/12/2023	£572,798
CORE027	Substance Misuse Services	01/04/2023	tbc

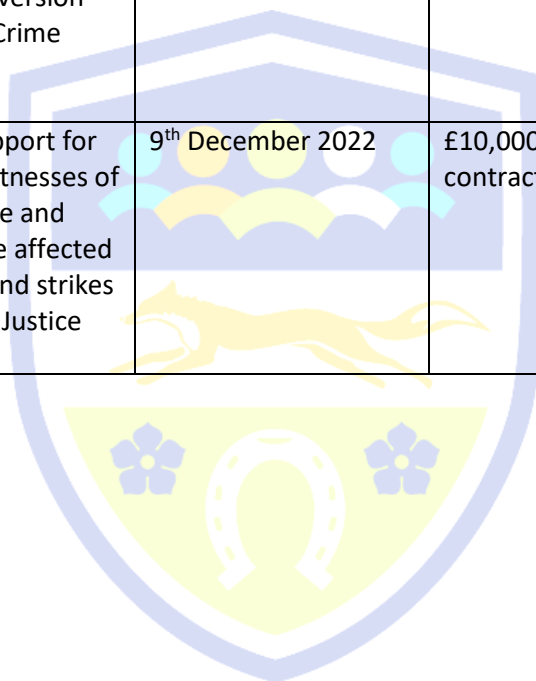
**Upcoming Violence Reduction Network Commissioning 2022-2023**

<b><u>Contract Number</u></b>	<b><u>Contract Name</u></b>	<b><u>Contract Period</u></b>	<b><u>Contract Value</u></b>
VRN003	Violence Intervention Project	01/11/2022-31/03/2024	£701,000
VRN001 and VRN002	Specialist Providers	08/08/2022 – 31/03/2024	£83,500 £83,500
VRN005	Impact Evaluation of the VRN	01/11/2022 – 31/03/2023	£25,000
VRN004	Understanding Community Perceptions Project	01/11/2022 – 30/04/2023	£75,650
VRN006	Trauma Informed Workforce Development	01/05/2022 – 30/06/2023	£149,683

**Commissioners Safety Fund 2022 – 2023**

<b><u>Round Number</u></b>	<b><u>Round Theme</u></b>	<b><u>Round Deadline for Applications</u></b>	<b><u>Value</u></b>	<b><u>Total Round Spend</u></b>
1	Specialist – Violence Against Women and Girls	10 <sup>th</sup> January 2022	£10,000 per contract	£70,111.47
2	General	28 <sup>th</sup> March 2022	£10,000 per contract	£104,780.00

3	Specialist – Children and Young People	30 <sup>th</sup> May 2022	£10,000 per contract	£49,049.00
4	General	25 <sup>th</sup> July 2022	£10,000 per contract	£65,474.00
5	Specialist – Collaboration with the Violence Reduction Network for Diversion from ASB and Crime	24 <sup>th</sup> October 2022	£20,000 per contract	£204,030.33 (OPCC £100,000) (VRN £104,030.33)
6	Specialist – Support for Victims and Witnesses of Domestic Abuse and Sexual Violence affected by the delays and strikes in the Criminal Justice System.	9 <sup>th</sup> December 2022	£10,000 per contract	TBC - £111,000.00 available to spend



**POLICE & CRIME  
COMMISSIONER  
for Leicestershire,  
Leicestershire & Rutland**

**Your Communities - Your Commissioner**