

Meeting	Police and Crime Panel
Date	18 March 2021
Report Title	OPCC Commissioning - non-policing services
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PURPOSE OF REPORT

1. This paper provides members with a summary of progress on commissioning of non-policing services and plans for 2020-21.

INTRODUCTION AND BACKGROUND INFORMATION

2. 2020-21 is the first full year of operation of the expanded OPCC commissioning team. This is now made up of three commissioning managers built around three core portfolios of demand and crime reduction, victims and vulnerability and reducing reoffending (RRO) and criminal justice.
3. There is also a commissioning officer, who supports these portfolios and other areas of priority identified by the PCC, and an administrative assistant. The team are also supported by the OPCC policy and governance officer who leads on the monitoring, risk and reporting of this business area.
4. The team also provide key leadership roles to deliver the Police and Crime Plan (P&C Plan) and improvement plans across the Force, Community Safety Partnerships, the Wiltshire Criminal Justice Board (WCJB) and service providers. To enable the OPCC to deliver the PCC's responsibilities to coordinate, lead and scrutinise system improvement, as directed in the P&C Plan & WCJB plan, as well being responsible for the delivery of OPCC services.
5. The team also support the wider role of the PCC and OPCC in holding the Chief Constable and the Force to account, delivering system transformation and delivering services to the public.
6. The commissioning of non-policing services has become increasingly important as the role of the PCC broadens and provides significant ability to influence and delivery change. As the team has expanded, it has been able to lead on many non-policing services for Wiltshire Police and partners.
7. The victims and vulnerability portfolio is the most advanced portfolio as a statutory role on the OPCC creation. This portfolio has significant services, part funded through Ministry of Justice funding and an established delivery plan. As new portfolios, demand and reducing reoffending portfolios, the priority has been on OPCC increasing leading partnerships, developing strategies

and delivery plans, reviewing existing delivery mechanisms and beginning to deliver improvements.

8. Covid-19 has had a significant impact on the work in this area, with existing providers having to adapt provision during lockdowns and limiting the ability to develop and commission new services.
9. Understandably the priority for voluntary, community sector partners has been on service stabilisation, adaption and preparedness rather than expansion or development. The commissioning team has also had to prioritise supporting existing providers to manage risk, ensuring continuity of service and manage changing patterns of need and demand.

GOVERNANCE

10. Performance and project management governance is now in place internally with quarterly commissioning performance boards, working to the OPCC commissioning plans, as part of the OPCC Delivery Plan 2020-21. This year has also been the first year of integrating it into the Joint OPCC / Force planning cycle and the team continue to develop commissioning infrastructure to ensure longer term planning, collaboration with partners and providers and strong governance is in place.
11. This work is fully in line with objectives in the Police and Crime Plan and WCJB strategy. Each portfolio has developed commissioning intensions, project briefs / business cases. Each service will either be managed through a partnership agreement / governance structure, form part of the PCC governance of Wiltshire Police or be directly managed by OPCC.
12. The commissioning team objectives are built around delivering this work, in addition to wider support to work with the Force and other partners to lead and deliver the Police and Crime Plan.
13. All parts of the commissioning delivery plan are monitored internally through the Commissioning Performance Board chaired by the D/CEO. Reports against delivery are provided to the OPCC ELT and the PCC at six monthly intervals.

PORTFOLIO SUMMARY - DEMAND & CRIME REDUCTION

14. This portfolio focuses on the preventable causes of police demand, prevention of offending by young people and partnership crime reduction work.
15. Commissioning manager, Kelly Cullen, has dedicated significant support to supporting the reviews of both Swindon and Wiltshire Community Safety Partnerships (CSPs) and developing shared priorities and outcomes. This work is ensuring that there is a clear focus on crime reduction from local partners, alignment to the Police and Crime Plan and strong relationships with partners.
16. Alongside this reviewing, she is developing work with both Local Authorities and the Force in diverting young people from crime and anti-social behaviour and promoting safeguarding. This includes developing diversion and support programmes with Youth Offending Services, such as sport diversion with Premier League and football league, trauma informed training for all frontline police officers to understand safeguarding aspects of young people and business awareness of child sexual exploitation and vulnerability.
17. This portfolio addresses several objectives within the Police and Crime Plan, its scorecard and across the CSPs. Lead by the commissioning manager both CSPs are developing and approving

their scorecards in the coming weeks. This can be shared with PCP members when agreed in the next few weeks.

PORTFOLIO SUMMARY – VICTIMS & VULNERABILITY

18. This portfolio continues to deliver support services to victims of crime. Services within this portfolio are more established and include Horizon Victim and Witness Care, Victim's support and SPLASH contracts, domestic abuse and sexual violence services (SPLITZ & Swindon Woman's AID) as well as Restorative Justice.
19. The portfolio delivers the Police and Crime Plan priorities and is monitored by the [WCJB Strategy 2018-21](#) victim priority.
20. Commissioning manager, Maria Milton, holds regular contractual and development sessions with providers to monitor performance, risk and service delivery. During COVID this has increased in frequency and incorporated business continuity, adapting services and managing risk of both service users and the providers. Domestic abuse services are jointly commissioning with Swindon Borough Council and Wiltshire Council, alongside Local Authority commissioners.
21. There have also been successive awareness campaigns to support those experiencing domestic abuse during lockdown, with numerous national discussions about the increased risks faced by victims during this period.
22. This portfolio benefits from external grants from MOJ (843k) to contribute to the local cost of victim services and enable additional provision of service.
23. This portfolio addresses several objectives within the Police and Crime Plan scorecard and the WCJB scorecard. Please, find the WCJB scorecards in Appendix A.

PORTFOLIO SUMMARY – REDUCING OFFENDING & CRIMINAL JUSTICE

24. This portfolio focuses on developing and delivering reductions in offending from those already in the Criminal Justice System and delivering this agenda on behalf of the Wiltshire Criminal Justice Board (WCJB), through the Reducing Reoffending Board, chaired by the OPCC Deputy CEO. This board contains offender leads from police, probation, community rehabilitation company, LA housing, Public health, CCGs, DWP, HMP Earlstoke and others.
25. Commissioning Manager, Martin Parker, has worked with partners to develop a comprehensive delivery plan for the WCJB. This coordinates all aspects of work to reduce reoffending, and transformation work to reduce reoffending. All partners have supported the OPCC role in coordinating complex policy areas to reduce offending such as offender housing, physical and mental health, prison release, education and work, substance misuse. It has also identified priority groups to deliver improvements for woman in the Criminal Justice System, veterans and those on the Integrated Offender Management (IOM) programme. The delivery plan can be found on the PCC's website [RRO strategic intensions 2020-23](#).
26. The portfolio delivers the Police and Crime Plan priorities and is monitored by WCJB. The RRO strategic intensions 2020-23 has updated the work in the original WCJB strategy.

27. In addition, the portfolio supports wider work across the Criminal Justice System including custody healthcare commissioning, disproportionality in the CJS and PCC role in reunification of probation services.
28. During 2020/21 significant progress has been made in delivering a housing support worker co-founded by OPCC, CRC and NPS, refreshing of the IOM management model in line with national strategy, developed and commissioned domestic abuse perpetrator programme within IOM (OPCC/NPS funded).
29. The commissioning manager has led the redesign of the out of court disposals process, with a business case agreed by the PCC and CC in more effective action and intervention with first time and high-volume low risk offenders where police caution is the most appropriate outcome.
30. This will see deferring police cautions in lieu of offenders completing a preventive intervention. This work is currently being operationalised by the Force and the OPCC is commissioning a range of low-level interventions for offenders. These will include interventions covering victim awareness, mental health support and drug and alcohol. Offenders will be contributing to the cost and if not successfully completed or further offending takes place then criminal justice action will continue. This is in line with national changes to police cautions and has been delivered successfully in other force areas including Durham, Devon and Cornwall and Avon and Somerset police.
31. This portfolio addresses several objectives within the Police and Crime Plan scorecard and the WCJB scorecard. Please, find the WCJB scorecards in Appendix A and B.

FINANCIAL

32. The OPCC commissioning budget for 2020-21 is £1.646m. Split across the three commissioning portfolios.

2020-21 PCC Commissioning Budget	Amount
Demand and Crime Prevention	£0.710m
Victims and Vulnerability	£0.484m
Reducing Reoffending and CJS	£0.451m
Total	£1.646m

33. Due to delays caused by COVID, it is projected that there will be an underspend of £0.205m across the portfolios. As set in the MTFs, the OPCC commissioning budget for 2021-22 will remain at £1.646m (this includes £0.084m for contributions towards the SARC and WCJB).
34. Due to COVID delays, the Commissioning Managers in the OPCC have identified possible spend levels of £1.851m in 2021-22, this is £0.205m more than the agreed budget of £1.646m. To manage this the underspend from 2020-21 is to be set aside in the earmarked commissioning reserve to fund this and support projects delayed due to COVID.
35. The Commissioning Managers will need to ensure this is managed and plan on a level of funding in 2022-23 of £1.646m rather than the £1.851m requested in 2021-22.

2021-22 PCC Commissioning allocation	Amount
Demand and Crime Prevention	£0.629m
Victims and Vulnerability	£0.623m
Reducing Reoffending and CJS	£0.599m
Total requested	£1.851m
2021-22 PCC Commissioning Budget	£1.646m
Commissioning reserve	£0.205m

36. In addition to the PCC allocation benefits from external funding grants. The Ministry of Justice provided £0.891m in 2020-21 to support victims and Restorative Justice as part of the funding for PCCs. This provides significantly more resources for the victim portfolio which when including external grants amounted to £1.373m in 2020-21. In 2021-22 the MOJ have announced a small reduction in the victim / RJ funding at £0.841.

Current OPCC External Funding 2020-21	Amount	Year allocated
MOJ Victim / RJ funding	£0.891	Annually set
MOJ COVID victim recovery funding	£0.482	2020-21

37. Since the increase in OPCC commissioning staff, the OPCC has been able to secure further additional external funding for Wiltshire through competitive processes. OPCC often provide the leadership in securing funding working with partners across community safety and justice. This is targeted to advance local plans and is a mix of national and partner support. We ensure all external funding is fully utilised to allow reallocation of PCC commissioning funding.

38. As detailed in the table above, the OPCC has been successful in securing £0.482m of external funding to provide additional support for victim's services to mitigate the impact of COVID during 2020-21. This money has been distributed through local bidding process and has been awarded to 21 local charities who support victims of crime, domestic abuse and sexual offences.

39. In addition to this during 2020-21 Wiltshire was also successful in a bid for three-year funding for two additional Independent Domestic Abuse Advocates (IDVA) for local provision. We are also awaiting a decision on award of national funding announced in the February budget for further support.

40. The OPCC continues to seek further funding opportunities. In February 2021 the OPCC has been awarded a further £0.205m to support Domestic abuse and sexual violence providers during 2021-22.

41. We have also been successful in securing feasibility funding with SBC, CCG and other partners to develop a feasibility study for transforming support for vulnerable women. This is the first stage in a £2-3m opportunity across Swindon, Wiltshire and BANES.

42. The OPCC are preparing further bids for more external funding through opportunities such as Safer Streets Fund and National Probation Service regional funding, and prison leavers fund.

RISK

43. The Commissioning team has developed a risk register and when appropriate risks are reflected in the OPCC corporate risk register. Delays due to COVID continue to present the main risk in delaying service development and improvement. This is reflected in the wider corporate risk of COVID impact. Whilst we anticipate this risk to reduce through 2021-22, it is likely that it will continue to impact commissioning and service delivery, particularly in service development.

LEGAL

44. All work is in line with the OPCC commissioning strategy and subject to PCC ability to grant funding as well as public sector procurement regulations. Agreements and contracts used are provided by legal services and procurement is supported by South West Police Procurement Department.

SUSTAINABILITY

45. During 2020-21 there has been a significant altering of service model provision with increasing virtual and online provision. During 2021-22 commissioners will work with providers to embed the benefits of these changes for both accessibility but also for reductions in carbon and travel.

RECOMMENDATION

46. PCP members are asked to note the report.