



Office of the Kent Police & Crime Commissioner

Commissioning Strategy – 1 April 2017 to 31 March 2018

1. Introduction

Police & Crime Commissioners (PCCs) are responsible for setting the strategic direction of policing in their local area and ensuring that this is being delivered effectively and efficiently. As a result, the budget allocated to PCCs predominately focuses on this requirement. However, Commissioners also work in partnership to reduce crime, anti-social behaviour (ASB) and support victims of crime, which includes commissioning functions and associated funding. This commissioning function can be defined into two elements,

- Community Safety
- Victim Services

The community safety element is incorporated into the general policing grant provided by the Home Office (HO) and it is not a stand-alone funding stream. This means that it is subject to the same budget constraints as the policing grant.

The victim services element is a separate grant provided by the Ministry of Justice (MOJ) specifically for the delivery of support services for victims of crime in Kent.

While there are two funding streams there is a strong degree of overlap between the two elements defined. In all cases, the commissioning activity must demonstrate a clear link to the delivery of the objectives in the Kent Police & Crime Plan.

2. Commissioning Budget

Taking these two funding streams together, the overall commissioning budget for the Kent PCC is in the region of £4.1 million. This total is made up of the community safety element of £2 million and the separate victim services allocation from the MOJ of £2.1 million.

3. Strategic Commissioning Priorities

To ensure consistency of approach the OPCC adheres to the following strategic commissioning priorities,

- All commissioning approaches must adhere to the grant conditions issued by the relevant grant award body and must support the delivery of one or more of the priorities set out in the Police and Crime Plan
- All commissioning awards must be subject to appropriate and proportionate governance to ensure the effective allocation and subsequent delivery of the monies provided. This should ensure that clear outcomes are demonstrated, along with value for money
- We will work with established partnerships, where possible and appropriate, to deliver joined up services and where possible ensure delivery of a longer term solution
- We will commission services directly, where it forms part of our direct functions, if that proves more effective and where gaps in provision are identified or innovative approaches would be beneficial
- We will seek to provide as much medium term certainty to our partners as possible, subject to any funding constraints we are subject to
- The police service should not incur a disproportionate reduction in funding to protect the level of the commissioning budget that forms part of the policing grant

4. Strategic Commissioning Approach

The OPCC employs a variety of commissioning approaches to ensure the best outcome can be achieved. The approaches taken include,

- The Official Journal of the European Union (OJEU)
- The use of commissioning prospectuses , in particular where new or innovative services are needed to fill identified gaps in provision
- The use of existing frameworks or co-commissioning arrangement
- Grant awards, in particular for existing partnership approaches where the Commissioner wishes to devolve some responsibility for the delivery of local approaches
- Short or medium term contract awards, in particular where interim arrangements are needed to allow longer term solutions to be developed
- Specific funding rounds, in particular for more specialist services or for smaller bid opportunities

In determining the approach to be taken consideration will be given to the funding available, the outcome to be achieved and whether existing partnerships/services are in place to support delivery.

This mixed model commissioning approach enables the OPCC to be flexible in how services are delivered and better placed to support a variety of organisations. In particular, we are fully committed to supporting the voluntary, community and social enterprise (VCSE) in

Kent. Therefore, we aim to support them in developing their capacity and capability so they are able to access the commissioning opportunities available.

4.1 Victim Services Commissioning Approach

The victim services funding is devolved from the MOJ and is therefore subject to separate grant conditions; and the OPCC is required to report twice yearly on delivery against these conditions and outcomes achieved. As a result there is a requirement to have more bespoke principles in place regarding this funding, albeit the overarching commissioning approach documented above still applies.

To ensure effective use and reach of the victims funding provided, the OPCC divides the grant into two areas,

- Core victim services funding
- Victims specialist services funding

The core victim services funding consists of the following areas,

- The core support services contract, which is currently awarded to Victim Support. This contract commenced on 1 April 2016 and is for three years with the option to extend yearly for a further three years
- Compass House running costs, which is the central hub for victims services in Kent

The victim specialist services funding consists of the following areas,

- Victim specialist services funding, which provides an opportunity for specialist victim services to bid for funding to deliver services which will work in collaboration with the core victim services offer
- Restorative Justice Services
- Independent Sexual Violence Adviser Service
- Domestic Abuse Services

Due to the contracted nature of some of the above services e.g. core victim services contract these will need, as much as possible, to be protected in the event of a reduction in the victim services grant. If this scenario should occur the specialist victims funding opportunity will need to be reduced accordingly.

The commissioning of victim services will incorporate the following services, which is in accordance with the MOJ grant conditions

- Provision of emotional and practical support services to victims of crime, particularly those classed as persistently targeted and vulnerable and intimidated victims. In addition, support should be made available for bereaved family members
- Provision of emotional and practical support to victims of sexual violence, domestic abuse and child sexual assault
- Support for the associated costs of commissioning victim services

- Support for the building of capacity and capability in service providers for victims of crime
- Adherence to Article 8 of the Victims Directive e.g. free of charge, confidential and available whether the crime has been reported to the Police or not
- Provision of a referral service, where victims' needs can be assessed and then supplied with relevant support, information or referral to other support services
- Provision of victim initiated and pre-sentence restorative justice services
- Provision of services which help victims to cope with the impact of the crime and as far as possible recover from the harm they have experienced
- Ensuring efficiency and best value for money in the commissioning of services

Commissioning Budget Breakdown for 2017/18

Below is the commissioning budget breakdown for 2017/18.

Organisation	2017/18 £m
Community Safety Partnerships	511,229
Young Persons Substance Misuse	92,627
Youth Offending Teams	365,460
Kent & Medway Safeguarding Adults and Children Boards	82,488
Drug and Alcohol Action Teams	360,491
Volunteer Youth Cadets	40,000
National Crimestoppers	39,156
Local Crimestoppers	14,699
The Safer in Kent Fund	150,000
Safer Kent	20,000
Domestic Abuse Services	185,000
Kent Criminal Justice Board Support	40,000
Restorative Justice	200,000
Sexual Assault Support Services	200,000
Core Victim Services	1,055,000
Specialist Victim Services	500,000
Mental Health & Policing Fund	250,000
Contingency	95,367
Total	4,201,517

5. Funding Streams and Commissioned Services

This section sets out the details for each of the funding streams and services commissioned by the Kent OPCC.

5.1 Community Safety Fund (CSF)

In 2013-14 the HO, as part of the main policing grant, provided PCCs with the CSF. This fund was an amalgamation of previous HO drugs, crime and community safety funding streams. The CSF is a non-ring-fenced fund within the main police grant and therefore it is subject to the same budget reductions. As a result it would not be appropriate for policing to incur a greater reduction in budget to protect the funding provided under the CSF. Therefore, whilst there is a commitment to provide medium term certainty this must be weighted against the potential for year on year funding reductions.

The primary aim of the CSF is to support local delivery of projects which in the main should help tackle drugs, crime, reduce re-offending, and improve community safety.

Due to the established partnership structures in Kent and Medway the Kent PCC has decided to use the CSF as means to issue grants to a number of these established partnerships such as Community Safety Partnerships (CSPs). The details of those partnerships in receipt of this grant can be found in the above table and the following sets out the grant details¹

¹ Appendix One provides the overview timeline

Availability and Timelines	Length of Grant	Grant Conditions	Payment Schedule	Monitoring Schedule²
<p>Yearly grant issued on 1 April</p> <p>Notification of grant and associated conditions to be provided in the week commencing 27 February 2017</p>	<p>1 year but indicative allocations provided for the length of the Police & Crime Plan</p>	<p>The funding must be used to support delivery of the priorities defined within the Police & Crime Plan, in particular tackling crime, drugs, reducing re-offending, and improving community safety</p> <p>The OPCC must be involved in the development of strategic plan/priorities or relevant business planning processes. Likewise the OPCC will ensure inclusion in the Police & Crime Plan refresh processes</p> <p>Payment will be made bi-annually based on the submission of an invoice and completion of satisfactory twice yearly monitoring forms, which will include spend, outcomes achieved and links to the Police & Crime Plan</p> <p>The spending will reflect the following;</p> <ul style="list-style-type: none"> • Fight crime, ASB and reduce re-offending • Tackle abuse, exploitation, violence, organised crime and gangs • Invest in schemes that make communities feel safer and support the engagement of residents • Support initiatives that reduce pressure on policing due to mental health • Support victims of crime and abuse 	<p>Twice yearly on receipt of a correct invoice and a satisfactory monitoring form</p> <p>Payment should be claimed no later than 1 June (first instalment) and 1 December (second instalment)</p>	<p>A framework number will be issued at the point of grant notification</p> <p>Payment will be made in two equal instalments</p> <p>Invoices must be submitted with the framework number; along with a completed monitoring form outlining the intended spends twice yearly</p> <p>Monitoring forms to be received no later than 30 May 2017 and again by 28 November 2017</p> <p>An annual report will be provided and must reflect the year's</p>

² Example monitoring form can be found in Appendix Two

		<ul style="list-style-type: none"> Invest in schemes that make offenders pay for the harm they have caused <p>Innovative and new projects which support the priorities identified should also be considered</p> <p>Where victim services are supported they must support victims of crime to cope and recover from their experiences and ensure clear interaction with both the core and specialist victim services</p> <p>Funding must not duplicate existing projects already being supported by the PCC, and where this is being considered discussions must be undertaken with the PCC's Commissioning Team prior to making a funding commitment</p> <p>The OPCC to be offered a seat on the relevant Executive meeting or other appropriate forum and for a commitment from organisation to attend any relevant meetings, which the PCC may call to discuss or resolve cross boundary issues</p> <p>Funding must be spent in the financial year for which it was issued</p> <p>Funding can be used to support frontline and partnership delivery of projects but should not be used to replace cuts in statutory funding</p> <p>That the OPCC is informed of the point of contact for the funding and updated on any changes</p>		<p>activity and update on the achieved outcomes of all projects funded over the year, no later than 30 April 2018</p>
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		<p>The PCC will be identified as key funder of the project by use of OPCC logo on project correspondence (including media release, which will be in conjunction with PCC Media Team)</p> <p>Funding will be withheld or withdrawn if the conditions are not adhered with and satisfactory monitoring forms are not returned by the deadlines</p>		
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OPCC Annual Reporting on the Community Safety Fund

The completed monitoring forms will be reviewed and used to formulate an overview report on how the funding has been spent, the outcomes achieved and the links to the Police and Crime Plan. For the larger statutory agencies funded, such as the Youth Offending Teams and Drug and Alcohol Action Teams, regular reviews of their performance reports will be undertaken, which will be in addition to their completed monitoring forms. This is to enable a clear understanding of how services are being delivered and any risks or opportunities to be identified.

5.2 Victim Specialist Services Funding (VSS)

Crime affects people in very different ways and a 'one size fits all' approach does not provide the flexibility to meet those differing and diverse needs. As a result appropriate specialist services should be in place that complement and effectively link with core victim service. This funding opportunity is focused on support to those more specialist services.

The VSS is managed through a commissioning prospectus which is published every 12 months and documents the specialist support services providers will be asked to bid to deliver. These services will be identified through a combination of needs assessment, engagement with partners and service providers and review of outcome information to establish gaps and opportunities in current provision. Providers are required to complete the VSS funding bid form (an example bid form can be found in Appendix Three) highlighting which services they are bidding to deliver, outcomes to be achieved, costs etc. Bids are then evaluated against a scoring matrix (an example scoring matrix can be found in Appendix Four along with example decision note), issued at the same time as the commissioning prospectus.

Indicative Funding Pot Available £500,000

Availability and Timelines	Length of Grant	Grant Conditions	Payment Schedule	Monitoring Schedule
<p>Open for bids once a year</p> <p>Review the previous year's commissioning prospectus and formulate new prospectus by end of January 2017</p> <p>Commissioning Prospectus issued January 2017</p> <p>Bid submissions to open from 1 February 2017</p> <p>Closing date for bids 3 March 2017</p> <p>Award/regret decisions agreed and announced by 23 March 2017</p> <p>Service should be ready to commence on or around 1 April 2017</p>	<p>From between 1 and 3 years depending on the bid, associated service and outcomes achieved. However, funding beyond 1 year will be indicative only</p>	<p>All funds must be spent by the end of the financial year in which the award took place</p> <p>Previous successful bidders to the VSS can bid to a maximum of their previous years grant award</p> <p>All new bids can bid to receive a maximum of £35k</p> <p>Bids will be expected to relate to one or more of the specified services. The below are provided as examples from the 2016 VSS prospectus. Planning regarding services to be included in the 2017 prospectus will commence in early 2017</p> <ul style="list-style-type: none"> a. General crime trauma counselling and therapeutic services b. Victim trauma counselling, excluding sexual violence c. Support for victims of hate crime d. Support for children and young people who have been victims of crime e. Support for male victims of crime, particularly harm related crime³ <p>Bids across all victims funding should also show consideration for the following, which are provided as examples⁴</p>	<p>One payment for the full grant made no later than 30 May 2017</p>	<p>One year end monitoring form to be submitted no later than 30 April 2018</p> <p>A brief update to be provided at the 6 month stage no later than 30 September. This update should provide quantitative information on numbers referred to the service and include brief outcomes to date etc.</p>

³ A to E are examples only

⁴ Note not all areas will apply to all services and are provided as examples only

		<ul style="list-style-type: none"> • The scope of the service i.e. gender, age, delivery methods etc. • The provision of support for immediate family members of the victim • The ability to prioritise victims eligible for enhanced entitlements under the Victims' Code • Whether the service will support all diversity categories or will focus on specific categories • The scope of the service i.e. third party reporting etc. • Whether the service will provide support services, therapeutic services or a combination of services • Demonstrate how the service will be made accessible to 'hard to reach' groups and support the prevention of repeat victimisation • The age range that the service will work with • The provision of support for immediate family members and how parents/ carers can be empowered to provide on-going support • The bid should not duplicate existing services in your area or duplicate funding already being given by the PCC • Your bid should demonstrate innovation in your approach to delivering the service • Where possible innovation will be a product of an identified gap in service <p>The PCC will be identified as key funder of the project by use of OPCC logo on project correspondence (including media release, which will be in conjunction with PCC Media Team)</p>		
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OPCC Annual Reporting on the Victims Specialist Services Fund

The completed monitoring forms will be reviewed and used to formulate an overview report on how the funding has been spent, the outcomes achieved and impact the service has had on victims of crime.

5.3 The Safer in Kent Fund

The Safer in Kent Fund is aimed at supporting innovative local working and the bringing together of partnerships and communities to tackle local issues which are linked to priorities within the Police & Crime Plan. The fund is targeted at district Community Safety Partnerships (CSPs), Kent Police and the voluntary, charity and community groups to support the delivery of projects and pilot / develop proof of concept. The funding is predominately for one-off innovative bids but longer term bids (up to three years) will also be considered. Bidders are asked to complete a standard funding bid form, which is evaluated against a scoring matrix.

Total Funding Pot Available £150,000

Availability	Length of Grant	Grant Conditions	Payment Schedule	Monitoring Schedule
Open for bids twice a year in the following instalments: 1 st round of applications to be received no later than 30 May 2017 2 nd round of applications to be received no later than 1 September 2017	From between 1 and 3 years depending on the bid, associated service and outcomes achieved. However, funding beyond 1 year will be indicative only	Bids should address one or more of the following criteria <ul style="list-style-type: none">• Empower and support local communities to work towards preventing and or reducing crime and ASB• Provide support to vulnerable, minority and/or hard to reach groups to prevent and or reduce victimisation and repeat victimisation• Prevent and reduce re-offending• Link to at least one of the Police and Crime Plan priorities• Enable partnership working (including cross border)	One payment at the point of funding award	All funding must be spent within the financial year and year-end monitoring to be submitted no later than 30 April 2018

<p>Bids will be evaluated against a scoring matrix, which will be available to all prospective bidders.</p> <p>Bids will be reviewed by OPCC staff and the Commissioner will make the final award decision based on the scoring</p>		<p>Maximum individual bid £10,000 and joint bids to a maximum of £20,000</p> <p>All funds must be spent by the end of the financial year in which the award took place. If the full funding awarded is not utilised and underspend remains, organisations must consult with the OPCC for final decision</p> <p>Joint bids for cross border projects will be considered and a maximum bid of £20,000 can be requested</p> <p>Bids submitted by Kent Police officers and staff will only be accepted with the approval of the District Commander and where appropriate the Area Commander (refer to application form)</p> <p>The funding must only be used for the purposes documented within the bid and changes will be communicated to the OPCC for final decision</p> <p>A monitoring form must be completed demonstrating impact and outcomes achieved</p> <p>Bids should demonstrate evidence of need, engagement with relevant partner agencies and or VCSE groups</p> <p>The funding source should be referenced in any literature associated with the funded project</p>		
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Annual Reporting on the Safer in Kent Fund

The completed monitoring forms will be reviewed and used to formulate an overview report on how the funding has been spent, the outcomes achieved and impact the service has had on meeting the objectives of the Police & Crime Plan.

5.4 Mental Health & Policing Fund

One of the PCC's priorities in the Police & Crime Plan is ensuring people with mental health issues, who come into contact with the police, have access to the right support. These may be victims, witnesses, offenders, and could range from being in crisis to a missing person or needing to access the right support mechanisms within their communities. Due to this, funding has been allocated within the commissioning budget to enable the PCC to support schemes and or projects which directly relate to this priority.

The funding allocated to mental health is divided between projects in existence and that have been developed since the PCC entered office in May 2016 and a separate funding stream to enable new and innovative other mental health projects to be developed. However, both elements will be subject to the same monitoring and governance processes.

The total amount available for new services is £173,000

Availability	Length of Grant	Grant Conditions	Payment Schedule	Monitoring Schedule
Open for bids twice a year in the following instalments: 1 st round of applications to be received no later than 30 May 2017 2 nd round of applications to be received no later than 1 September 2017	From between 1 and 3 years depending on the bid, associated service and outcomes achieved. However, funding beyond 1 year will be indicative only	Bids should address one or more of the following criteria <ul style="list-style-type: none">• Support the bringing together of relevant bodies to review mental health and policing in the county and to deliver solutions which will ensure effective and appropriate support• Ensuring staff have the support and training required to deal with mental health incidents safely and appropriately• Supporting mental health professionals, police resources and other partners to ensure those with mental health issues, that come into	One payment at the point of funding award	All funding must be spent within the financial year and year-end monitoring to be submitted no later than 30 April 2018

<p>Bids will be evaluated against a scoring matrix, which will be available to all prospective bidders.</p> <p>Bids will be reviewed by OPCC staff and the Commissioner will make the final award decision based on the scoring</p>		<p>contact with policing receive the right support</p> <ul style="list-style-type: none"> To work with partners to raise awareness of mental health and how to access support <p>Funding will not be used to support mental health services which are the responsibility of health providers nor to support those services where statutory funding has been withdrawn or reduced</p> <p>Maximum individual bid £10,000 and joint bids to a maximum of £20,000</p> <p>All funds must be spent by the end of the financial year in which the award took place. If the full funding awarded is not utilised and underspend remains, organisations must consult with the OPCC for final decision</p> <p>Joint bids for cross boarder projects will be considered and a maximum bid of £20,000 can be requested</p> <p>Bids submitted by Kent Police officers and staff will only be accepted with the approval of the District Commander and where appropriate the Area Commander (refer to application form)</p> <p>The funding must only be used for the purposes documented within the bid and changes will be communicated to the OPCC for final decision</p> <p>A monitoring form must be completed demonstrating impact and outcomes achieved</p>		
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		Bids should demonstrate evidence of need, engagement with relevant partner agencies and or VCSE groups		
		The funding source should be referenced in any literature associated with the funded project		

Annual Reporting on the Mental Health & Policing Fund

The completed monitoring forms will be reviewed and used to formulate an overview report on how the funding has been spent, the outcomes achieved and impact the service has had on meeting the objectives of the Police & Crime Plan.

6. Commissioned Services

The following are the main commissioned services by the OPCC

6.1 Kent Victims Engagement and Support Service

PCCs are responsible for ensuring effective support services for victims of crime in their local area, which is facilitated through a grant allocation from the MOJ. The Kent Victims Engagement and Support Service is the core support service for victims of crime in Kent and delivers free and confidential support, information and referral to specialist services based on the individual's needs and circumstances. The service accepts referrals from Kent Police and from other routes for those Kent residents who have been a victim of crime regardless of whether that crime has been reported to Police or not. The primary aims of the service are to support victims in coping with the immediate aftermath of the crime and to empower them to recover from the longer terms effects of that crime.

Contract Provider	Contract Value	Contract start date and length	Payment Schedule	Monitoring Schedule
Victim Support (VS)	£880,000 Additional funding available for	1 April 2016 to 31 March 2019 3 years with an option for a yearly extension for a further 3 years	VS will be issued with a framework	Monthly, quarterly and annual performance reports are submitted to the OPCC Contract Lead.

	innovation		order number for the financial year and they will be required to invoice to the OPCC quarterly in advance	Contract leads for OPCC and VS meet monthly and there are quarterly review meetings with contract leads and strategic managers. Dates for both meetings are set in advance
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6.2 Interim Restorative Justice Adult and Young Person Service

The victim services grant provided to PCCs by the MOJ includes the ability to commission victim initiated and pre-sentence Restorative Justice (RJ). Currently, in Kent there are two separate services providing an interim RJ service model for both adults and young people, this interim service commenced on 1 October 2016 and is due to conclude on 30 September 2017. During this time the OPCC will be using the evidence from the interim service and engagement with a variety of stakeholders, including members of the public and victims to develop the specification for longer term RJ services. The aim will be to start a full procurement process in early 2017 for a long term RJ service to commence in October 2017.

The interim service consists of the following elements,

Salus is providing the interim youth justice RJ model, which involves providing volunteer support to the Kent Police Youth Clinics. These clinics are focused on delivering out of court disposals to young people with the aim that where appropriate and possible these outcomes are delivered restoratively. Salus's role is to ensure victims' views are represented through the process and where the victim wishes, to facilitate their attendance at the clinic.

Kent Mediation Service (KMS) is providing support to adult victims of any crime type across Kent. It will work in collaboration with Victim Support to receive the referrals whilst also accepting referrals from all partner agencies, including victim self-referrals. The focus is on ensuring that where victims wish to access RJ they are supported to do so but expectations are fully managed at all stages.

In total £200,000 has been allocated for RJ Services for 2017/18 which will be divided across the interim service and longer term commissioned RJ service for the financial year 2017/18. This is an indicative total only and the exact funding may vary depending on the service to be delivered.

Contract Provider	Contract Value	Contract start date and length	Payment Schedule	Monitoring Schedule
Salus	£25,000	1 April to 30 September 2017 (6 months)	£25,000 paid by 30 April	For both organisations - Monthly performance reports submitted to the OPCC by 10 th of every month. Contract leads for OPCC and service providers meet bi-monthly to review performance. Dates for both meetings are set in advance Final exit meeting of interim service in September 2017 with OPCC, procurement specialist and service providers
Kent Mediation Service (KMS)	£25,000	1 April to 30 September 2017 (6 months)	Upfront costs paid by 30 April and monthly payment based on RJ activity undertaken	

6.3 Independent Sexual Violence Advisers (ISVA) both for children and adults

The OPCC has worked closely with NHS England and other partners to ensure provision of a Sexual Assault Referral Centre (SARC) in Kent. The SARC provides free and confidential services to anyone who has been a victim of sexual assault (SA). The services range from medical care through to signposting to other services such as counselling. Victims accessing services through the SARC are referred to an Independent Sexual Violence Adviser (ISVA). However, there is also a need for those victims of SA who have not accessed SARC services to be able to access support from an ISVA.

Funding for ISVA services has historically been based on short term grant funding from various sources and as a result there is a need to put these services on a more sustainable and longer term platform. However, it is essential to understand the type and scope of the service to be funded which will be formally procured. Due to the continued need for an ISVA service, funding needs to be in place from 1 April 2017 so an interim approach must be established to enable the specification for a more formally procured service to be developed.

The interim service will be supported by a grant agreement which will document the service to be delivered, the outcomes to be achieved and the governance processes.

In total £200,000 has been allocated to this service but this is an indicative amount and details regarding the exact allocation will be made available in early 2017.

Contract Provider	Contract Value	Contract start date and length	Payment Schedule	Monitoring Schedule
Approaches will be made to East Kent Rapeline and Family Matters as the two current specialist providers in Kent	To be confirmed	1 April 2017 to 31 March 2018	To be confirmed	To be confirmed

7. Ad-hoc Funding Requests

Ad-hoc funding requests which sit outside of the funding streams documented above will not be accepted by the OPCC.

If you wish to discuss any funding opportunities please contact the Commissioning Team in the OPCC to be advised accordingly.

8. Kent Police Funding Requests

Kent Police will, at times have a business need to approach the OPCC for additional funding which is not available from within the operational policing budget provided to the Chief Constable by the Commissioner. These funding approaches will tend to fall into the following two categories,

- Internal Force developments e.g. IT projects, pump priming for new posts or team, equipment etc.
- Support for partnership projects, both at a county and district level

These two categories are managed through separate processes but both will require full details to be submitted to the OPCC to enable effective and transparent decisions on funding to be made.

Internal Force Development Funding Requests

To access funding for an internal force development will require the submission of a 1068 form, which sets out the following information,

- Name of the Project to be funded and the funding amount requested
- How the project supports the Police & Crime Plan objectives
- Project Outline, which should consist of the following
 - Proposed start date, duration and delivery location
 - Research undertaken to identify the need for the project
 - Other resources being used to help deliver the project e.g. use of volunteers, match funding etc.
 - Details of any partner agencies involved or who support the bid
 - How the project will be sustained beyond the funding being requested
 - The impact of not receiving the funding for the project
- Project Outcomes
 - Details of the outcome measures to identify whether the project has been successful including considerations for wider social value
 - Demonstrate how this will be reported to the OPCC

All funding requests of this type must be endorsed by a Kent Police Chief Officer and submitted to the Chief Finance Officer (CFO) within the OPCC.

Bids will be signed off jointly by the OPCC CFO and Chief of Staff (CoS) before being presented to the PCC for final approval.

The force will be expected to report back to the OPCC regarding the delivery of the project being funded at the end of each financial year, which can be via a 1068 form.

This report should document the outcomes achieved, progress update and actual funding spent.

Should there be a likely underspend or overspend the CFO should be informed as soon as this is identified so there is agreement as to how this will be managed.

It should be noted that for any posts funded through this route the funding will only be provided for a defined time period. The force will need to consider the long term options for funding those posts if they are deemed as being required to support on-going operational delivery.

Partnership Projects

Funding for partnerships projects is the responsibility of the OPCC and the force should not be funding these types of projects directly. This is to ensure there is no duplication and consistency of approach in this area. The force also does not have the budget available to support external funding requests as this function is managed by the OPCC.

However, it is recognised that Kent Police may like to access funding to support partnership projects and / or community based activities. In these scenarios officers and staff will need to complete a funding application form to access funding under the Safer in Kent Fund or Mental Health & Policing Fund. These applications will need to follow the same application process as defined above and will be assessed through the same processes. In addition the same grant conditions will be applied, including the return of monitoring information.

Kent Police applications must be endorsed by the District Commander for district-based bids, Area Commander for divisional-based bids and the relevant Chief Officer for countywide bids. If it is a cross border bid within the same division it will need to be endorsed by the relevant Area Commander. If the cross border bid crosses two divisions it will need to be endorsed by the relevant Area Commanders from the divisions that apply.

If there any queries relating to bids or funding provided to partnership projects they need to be raised directly with the Commissioning Team in the OPCC.

9. Funding Exit Strategy

The commissioning approach of the OPCC varies depending on the need and the service to be delivered and as a result exit strategies will vary. Importantly it should be recognised that the availability of funding from the OPCC to commission services is dependent on yearly grant settlements from the HO and MOJ. This inevitably means that there can be no guarantees that monies will be available for subsequent years for those services that have been funded.

The OPCC will provide medium term certainty for grant allocations under the Community Safety Fund, as potential reductions in the policing grant settlement will be taken into consideration when making those allocations. These will be indicative only and the Commissioner reserves the right to amend these dependent on the outcome of the grant settlement.

For contracted services there is a clear indication of the contract start and end date with exit strategies being developed as standard to ensure where possible continuity of service delivery.

For the commissioning prospectus approach bidders are made aware that funding cannot be guaranteed beyond the grant period. Bidders are also asked to report on sustainability of the service as part of the bidding process. This is to ensure that consideration is given to how the service can continue to be delivered once funding has ceased and enable the OPCC to assess the long term viability.

Regardless of the commissioning approach taken the OPCC will ensure that there is clear communication about the length of the funding or contract from the outset.

10. Key Contacts

To discuss this Commissioning Strategy, how to access the available funding or associated processes please contact the Commissioning Team.

Claire Gatward – Head of Partnerships

Lisa Breeze – Partnerships & Commissioning Officer

The above can be contacted on 01622 677055 or email contactyourpcc@pcc.kent.pnn.police.uk titling the email Commissioning Query.

Appendix One - Funding Streams Timeline

Funding Stream / Commissioned Service	Fund Open / Notification of Grant Award Sent	Fund Closes	Award / Regret Notification Letters S	Payment Due Date 1	Payment Due Date 2	Monitoring Due Date 1	Monitoring Due Date 2
CSF	27/02/17			01/06/17	01/12/17	30/05/17	28/11/17 EOY 30/04/18
VSS	01/02/17	03/03/17	23/03/17	30/05/17		30/09/17 (half year)	30/04/18
The Safer in Kent Fund	1 st round – 01/03/17 2 nd round – 01/07/17	1 st round- 30/05/17 2 nd round- 01/09/17	Within 1 month of bid closing	As soon as award is made			30/04/18
Mental Health and Policing Fund	1 st round – 01/03/17 2 nd round – 01/07/17	1 st round- 30/05/17 2 nd round- 01/09/17	Within 1 month of bid closing	As soon as award is made			30/04/18

Appendix Two - Example Monitoring Form

Community Safety Fund Monitoring Form

Name of organisation and person completing form

Contact email and telephone number

Funding requested from Police and Crime Commissioner for period
[April-October / October-April *delete as necessary]

Framework number

Project/Service	Overview	Cost	PCP & CSP Priority	Expected/achieved outcome
<i>Please specify the project/service you are/or will be delivering- these should relate to the local CSP and PCC priorities</i>	<i>Please outline detail of the priority/service (Include details of other partnership support or work which crosses district boundaries</i>	<i>Include a breakdown of allocated cost/spend relating to this</i>	<i>State which priority this project/service seeks to achieve Refer to the Police & Crime Plan and your local district priorities</i>	<i>Detail the expected outcomes you hope to achieve by investing in this project/service. OR provide an actual update of outcomes already achieved. Detail the impact achieved by this</i>

<i>Include the time frame of the project (start and end)</i>	<i>where applicable</i>	<i>project and detail any additional match funding</i>		<i>project/service on communities, individuals and/or crime/ASB and Social Value etc.</i>

Other Spends and Carry over spends (Please include details of any spend which does not link to a project/service listed above or list any funding carries over from your previous allocation).

This section should also be used to report back on progress of your Partnership fund projects.

Sign and Print name of person completing this form:

Date:

Appendix Three - Example Funding Application Form

**KENT POLICE & CRIME COMMISSIONER
FUNDING APPLICATION FORM**

A: Details About Your Organisation

Name of Organisation:

What are the aims and objectives of your organisation? *(Who is your work aimed at, what benefits do you seek to achieve?)*

Please tick the type of organisation that best defines you

Registered charity (please provide registration number):

Community Safety Partnership

Local Authority

Criminal Justice Organisation

Voluntary or community organisation/group

Social Enterprise

Company limited by guarantee (please describe & give your registration number)

Other (please define)

Is this a partnership bid? Y/N

If yes please provide details of the other partner organisations involved:

Name and address of project / service lead submitting the funding application:

Name:

Address:

Telephone No:

Email:

Website:

Position in organisation:

B: Project / Service Details	
Name of the project / service?	
Proposed start date of project / service?	Proposed duration of project / service?
Which of the following criteria does your project set to achieve? <i>(tick all that apply)</i> List the funding criteria and also the Police and Crime Plan Priorities	
Give an outline of your project / service including details of how this will support delivery of the criteria you have highlighted in the previous question (maximum 500 words)	
Where will the project / service be located? <i>e.g. What geographical locations in Kent will your project located in and identified venues?</i>	
What research has been undertaken to identify the need for this project /service? Please also highlight the reasons for delivering in the locations identified.	
Please list the outcome measures you will use to identify whether this project / service has been successful and demonstrate how this will be reported to the Office of the Police & Crime Commissioner? Use this section to also highlight your considerations around the Social Value Act and Social Impact	
Total cost of project?	
How much are you requesting through this funding application? (if this amount is different to the total cost of the project please highlight how the remaining monies will be funded)	

Is this grant for a new project / service or to support/extend existing work?

If it is to extend existing work how has the project / service previously been funded?

How will the grant be spent? *Please provide a breakdown of how the funding will be spent e.g. staff costs, venue hire etc.*

Please give details of any other resources or funding that you are using to support this project/service? *e.g. match funding, use of volunteers etc.*

Please describe how the project / service will be sustained beyond the period of the requested funding?

If you do not receive the full amount of funding requested how will this impact on the delivery of the project / service?

Please note the following:

Appendix Four - Example Scoring Matrix & Funding Cover Sheet

Credible History Score

1. No previous experience with projects of this kind
2. One project previously run or one-year experience
3. Two projects run or two years' experience
4. Three-four projects or three-four years' experience
5. Well established project / projects exceed 5 years

Sustainability Post Funding Score

1. Not sustainable past expiry of funding
2. Hoping for project to continue but no funds secured as yet
3. Sustainable (short term – 1 year) past expiry of funding. Use of reserve funds
4. Sustainable (medium term – 1-2 years) past expiry of funding
5. Sustainability positive (long term) – due to continue after term of funding

Clear strategy & success measurement score

1. No clear deliverables set, no success measures or known outcomes in place
2. Demonstrates clear aim of project with objective outcome measure
3. Demonstrates clear aim of target group, project to be delivered and some measures to identify positive outcome.
4. Demonstrates higher than 3 score but not enough for 5. (EG. no use of external data but uses own measures and analytical data etc.)
5. Thorough understanding of target group, aim, delivery and full evaluation planned (subjective measure) – reward and recognition can be included/use of 3rd party stats to review success etc.

Localism score

1. Local priorities not identified – project doesn't work towards local district plan
2. Local priorities identified but concentration on smaller geographical area only
3. Local priorities identified – some consideration given to them in the application
4. Local priorities identified and project being delivered by local agencies
5. Local priorities identified, all criteria met and meets needs of community by specifically catering to needs of local people/local issues/local priorities/co-operates with local agencies

Kent Police & Crime Commissioner
Funding Request Cover Sheet – Office Use Only

Date Funding Request Received:

Organisation Name:

Name of the Project to be funded:

Funding Amount Requested:

Funding Criteria (please tick the criteria that applies to the application)

(list relevant funding round criteria and or the Police & Crime Plan priorities)

- *Fight crime, ASB and reduce re-offending*
- *Support victims of crime and abuse*
- *Tackle abuse, exploitation, violence, organised crime and gangs*
- *Invest in schemes that make communities feel safer and support the engagement of residents*
- *Support initiatives that reduce pressure on policing due to mental health*
- *Invest in schemes that makes offenders pay for the harm they have caused*

Clarification Questions and Associated Answers

Contextual Information from the Commissioning Team

Commissioners Funding Decision Date:

Commissioners Comments:

Funding Approved by Commissioner Y/N

Agreed Funding Amount:

Rationale if agreed funding differs from the amount requested

Funding Stream to be paid from: