



Safe. Just. Inclusive.
West Yorkshire

Policing and Crime Commissioning Strategy 2022-2024

Commissioning **safe, just and inclusive** community-based services and activities for West Yorkshire.

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Welcome

Policing and Crime Commissioning Strategy

2022-2024



One of my responsibilities as the Mayor is to commission quality, inclusive services that meet the needs of our diverse communities. This commissioning strategy sets out my intentions in this regard and, I hope, makes clear my commitment to a strong, sustainable West Yorkshire Third Sector, value for money and the highest quality service for the people of our region.

I have been amazed by the outstanding provision we commission here in West Yorkshire, and I want to thank all our providers for their passion and commitment to the citizens of our region, without which the outcomes we achieve together would not be possible.

I am confident that this strategy will harness the best of what is currently being delivered in West Yorkshire whilst also encouraging innovation and greater co-production than ever before.

I wish to thank all our partners who work alongside us every day to deliver our policing and crime ambitions and I am certain this commissioning strategy takes my vision of a safe, just and inclusive West Yorkshire one step closer to fruition.

A handwritten signature in blue ink that reads "Tracy Brabin". The signature is stylized and includes a small flourish at the end.

Tracy Brabin
Mayor of West Yorkshire

Introduction

The Mayor of West Yorkshire

In May 2021, Tracy Brabin was elected Mayor of West Yorkshire, representing the interests of 2.3 million people across the region. The Mayor has responsibility for transport, housing and planning, and finance powers, as well as the functions of the Police and Crime Commissioner, supported by an appointed Deputy Mayor for Policing and Crime, Alison Lowe OBE.

As the Chair of the Combined Authority and Leeds City Region Enterprise Partnership (LEP), the Mayor works with partners across the region and beyond to deliver regeneration and economic development, and co-ordination of the long-term programmes that will transform West Yorkshire.

With regards to policing and crime, the Mayor of West Yorkshire is responsible for:

- Securing the maintenance of an efficient and effective police force and holding the Chief Constable to account.
- Issuing a Police and Crime Plan, determining police and crime objectives.
- Attendance at the Police and Crime Panel.
- Preparing an annual report.
- Calculating a council tax or budget requirement (precept).
- Maintaining the Police Fund.
- Appointing, and where necessary, suspending or calling on a Chief Constable to retire or resign.
- Delegating some of these functions to a Deputy Mayor for Policing and Crime where appointed.
- Consulting the public to ensure that their views and priorities on community safety issues inform the Police and Crime Plan.
- Commissioning of services which include supporting victims and tackling reoffending.

- Strengthening links such as inclusive growth and community safety and cohesion.
- To provide stronger and more transparent accountability of the police, the Mayor of West Yorkshire holds the Chief Constable to account, helping to make the police answerable to the communities they serve.



The Mayor will ensure community needs are met as effectively as possible and foster local relationships through building confidence. The Mayor will work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

The Mayor does not run the police. The role is to be the voice of the people and hold the police to account.

The Mayor's wider powers bring additional opportunities for commissioning services through working with partners across the region and beyond to deliver regeneration and economic development, and co-ordinate the long-term programmes that will transform West Yorkshire. The Mayor also brings the region greater influence within government at a national level, including on economic recovery, the power to shape government policy and access further funding.

The Mayor does not run the police. The role is to be the **voice of the people** and hold the police to account.



The Deputy Mayor for Policing and Crime

Alison Lowe OBE is the West Yorkshire Deputy Mayor for Policing and Crime (DMPC). The DMPC works with the Mayor to oversee policing in the county, on behalf of the public.

Other key functions include commissioning services to support those harmed by crime and reduce reoffending, consulting the public to ensure that their views and priorities are taken into account and strengthening links, such as inclusive growth and community safety and cohesion.

Police and Crime Plan 2021-2024 A Safe, Just, Inclusive West Yorkshire

The Police and Crime Plan sets out a clear vision for community safety in West Yorkshire. The priorities have been chosen after extensive consultation with the public and partner organisations and analysis of risk and community safety needs across West Yorkshire.



Commissioning Strategy

As a public sector organisation, the Combined Authority has a duty to ensure that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for.

A wide range of commissioning and procurement is undertaken by the Combined Authority that is not covered by this strategy and further information can be found on the WYCA website [Procurement at the Combined Authority](#).

This Commissioning Strategy covers the approach and activity to commission safe, just and inclusive community-based services and activities for West Yorkshire only.

The strategy is aligned to and will deliver within the Combined Authority Contracts Standing Orders approved by the Mayor in the scheme of delegation and financial regulations.

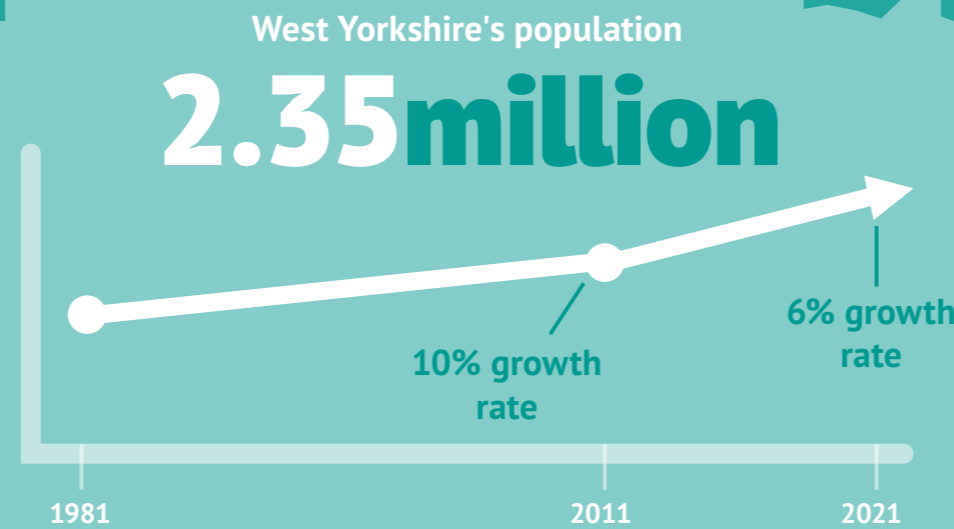
The strategy supports the delivery of the Mayor's Police and Crime Plan 2021-2024 by setting the framework and approach for commissioning of services to support the delivery of outcomes for communities in West Yorkshire. It has been developed with partners and stakeholders and will be reviewed and refreshed each year.

Further information and key points of our co-design events are summarised on page 18 to 21.

West Yorkshire

Population growth

- In the last decade the West Yorkshire population has grown at a similar rate to the England average (6% v 7%), and changes to the age distribution are broadly similar.
- Wakefield and Leeds have recorded the greatest population growth in the last decade (8%), whilst Calderdale has seen the least (1%).
- The West Yorkshire population increased at a similar rate to Greater Manchester and the West Midlands (6-7%), notably faster than neighbouring South Yorkshire (2%).



91%

of people speak English as their main language.

Of those who don't, Punjabi, Urdu and Polish are the most commonly spoken.

18.8%

under 15

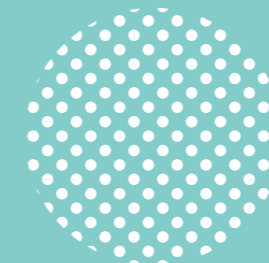
38.4%

under 30



Young people

- West Yorkshire has a greater share of young people compared to England overall; 18.8% are under 15 (v 17.4% in England) and 38.4% are under 30 (v 35.7% in England).
- Out of all the Local Authorities in England, Bradford has the 4th highest proportion of under 15's (21.4%).



Population density

1,159

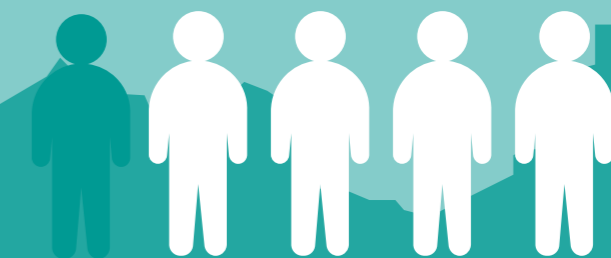
people per km²

West Yorkshire is the 4th most densely populated Combined Authority area; 2.7 times more densely populated than England as a whole.

Black, Asian ethnic minority population

- At the time of the 2021 Census, 23% of the population of West Yorkshire identified as being from an ethnic minority*.
- Around 10.7% of West Yorkshire's Black, Asian ethnic minority population were born in the UK (recent annual population surveys) and West Yorkshire has a greater share of younger ethnic minorities than the England average.
- 39% of West Yorkshire's residents who identify as being from an ethnic minority live in Bradford.

1 in 5



In West Yorkshire over **1 in 5 people** identify as being from an ethnic minority.

*Ethnic minority includes all categories excluding White, which covers; White-English, Welsh, Scottish, Northern Irish or British; White-Irish; White Gypsy or Irish Traveller; White-Roma; and White-Other White.

West Yorkshire

Education

- Locally, people identifying as Black, Asian or Minority Ethnic are 1.5 times more likely to have no qualifications and 30% less likely to have higher level qualifications than the England average.
- Nationally, disabled people aged 21-64, are almost 3 times more likely to have no qualifications and are 40% less likely to have a degree or equivalent.



55%



Dependency ratio

West Yorkshire has a dependency ratio of 55%, an increase of 4 percentage points since 2011, which is similar to England as a whole. A growth in dependency ratio means a relatively smaller working age population are supporting a growing dependent population.



44% of West Yorkshire's Black, Asian Ethnic Minority heritage live in the most deprived neighbourhoods.



1 in 5

- More than 1 in 5 working age West Yorkshire residents are disabled (under the Equality Act definition) or have a work-limiting disability, with numbers significantly higher for women than men (locally and nationally).
- Females, Black, Asian and Ethnic Minorities and people who are disabled are less likely to be in employment.

In West Yorkshire, women working in routine occupations are 4 times more likely to report 'Not Good' health than those working in higher managerial and professional occupations.



West Yorkshire's gender pay gap (12%) is smaller than the national average. For full-time workers it's closing faster than the England average.



973,000

The number of households has increased from 922,400 to 973,000, a 6% increase, in line with the national average.



Why we commission services

Achieving our priorities and objectives



Supporting Victims and Witnesses and Improving Criminal Justice Outcomes



Keeping People Safe and Building Resilience



Safer Places and Thriving Communities



Responding to Multiple and Complex Needs

The four priorities in the Mayor's Police and Crime Plan 2021-2024

These were identified following extensive consultation with the public and partner organisations and analysis of risk and community safety needs across West Yorkshire.

Commissioning services are a key enabler to help achieve these priorities. The Mayor commissions a number of different services which will benefit the communities of West Yorkshire, reduce crime, and help victims, survivors, and witnesses to cope and recover, as far as possible, from the harm they have suffered.

Commissioning will support a number of other strategies' objectives and outcomes, needs assessment and delivery plans including:

- Safety of Women and Girls
- Reducing Reoffending
- Victims and Witnesses
- Violence Reduction Unit



The Safety of Women and Girls



Reducing Reoffending



Victims and Witnesses



Violence Reduction Unit

Commissioning approach

Our commissioning principles

In order to achieve the Mayor's Police and Crime Plan priorities, we commission a number of different providers to help with the delivery of services and activities.

These will benefit the communities of West Yorkshire, reduce crime, and help victims and survivors to cope and recover from the harm they have suffered.



Our commissioning principles

Our approach and principles are underpinned by the governance and monitoring arrangements in place for commissioning.

- All our commissioning will support the delivery of the Mayor's Police and Crime Plan outcomes and will be clear and measurable.
- Outcomes for people living, working and visiting West Yorkshire will be at the heart of our commissioning strategy.
- Our commissioning approach will be community focused with an ambition for co-design with people who have lived experience.
- The Mayor's commitment to equality, diversity and inclusion will be evidenced in our commissioning process and will be an expectation of all our commissioned services.
- Our commissioning of services will recognise the contribution of West Yorkshire's vibrant Third Sector and their ability to work with all our communities.
- Our commissioning will be transparent, fair and evidence-based to deliver improved outcomes for our communities to build a safe, just, inclusive West Yorkshire. We will embrace bold and innovative ways of working with our partners and providers.
- We will seek opportunities to co-commission services both locally and regionally and actively create opportunities for providers to work and deliver services in collaboration.
- Our commissioning will support local West Yorkshire sustainability, regeneration, and champion social value.
- Commissioning will deliver value for money and where possible and appropriate we will use multi-year grants and contracts to achieve this.
- We will hold our providers to account through monitoring their performance and seeking feedback from people using services, communities, partners and providers.
- Our providers will engage with the principles of the Fair Work Charter encouraging good pay, fair and flexible working conditions, and promoting diversity and social mobility within the workforce.

Our commissioning process

The way we plan, deliver and evaluate services

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

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

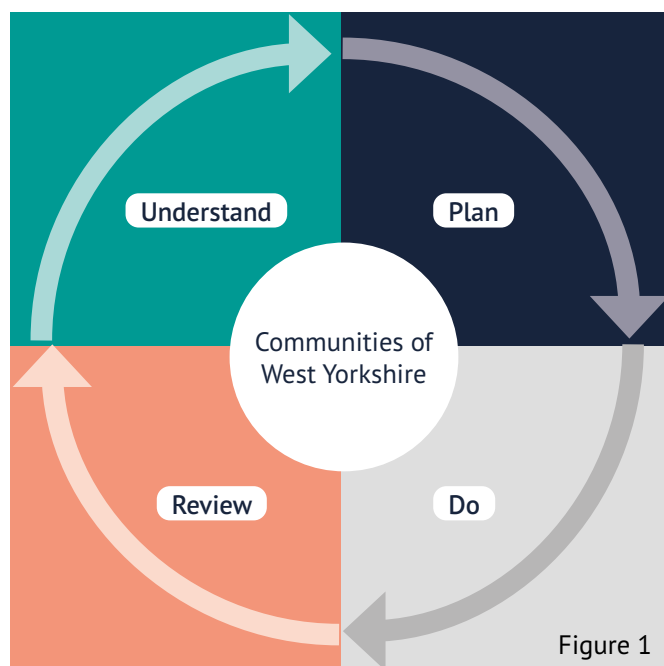
- Commissioning new services.
- Re-commissioning a successful service.
- Varying a commissioned service to respond to changing need or resources or legislation.
- Decommissioning a service that is no longer required or where the provider has failed to comply with requirements. Our process for decommissioning follows the same principles as our commissioning approach alongside our clear rationale, good governance and robust risk management. Some examples of why existing provision of service or activity may end include:
 - 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 need.

Central to our process of commissioning is the understanding and analysis of need and demand from the people who use, are involved in, and provide services. This understanding guides the planning about the type of services required, what those services need to deliver, and how those services should be purchased.



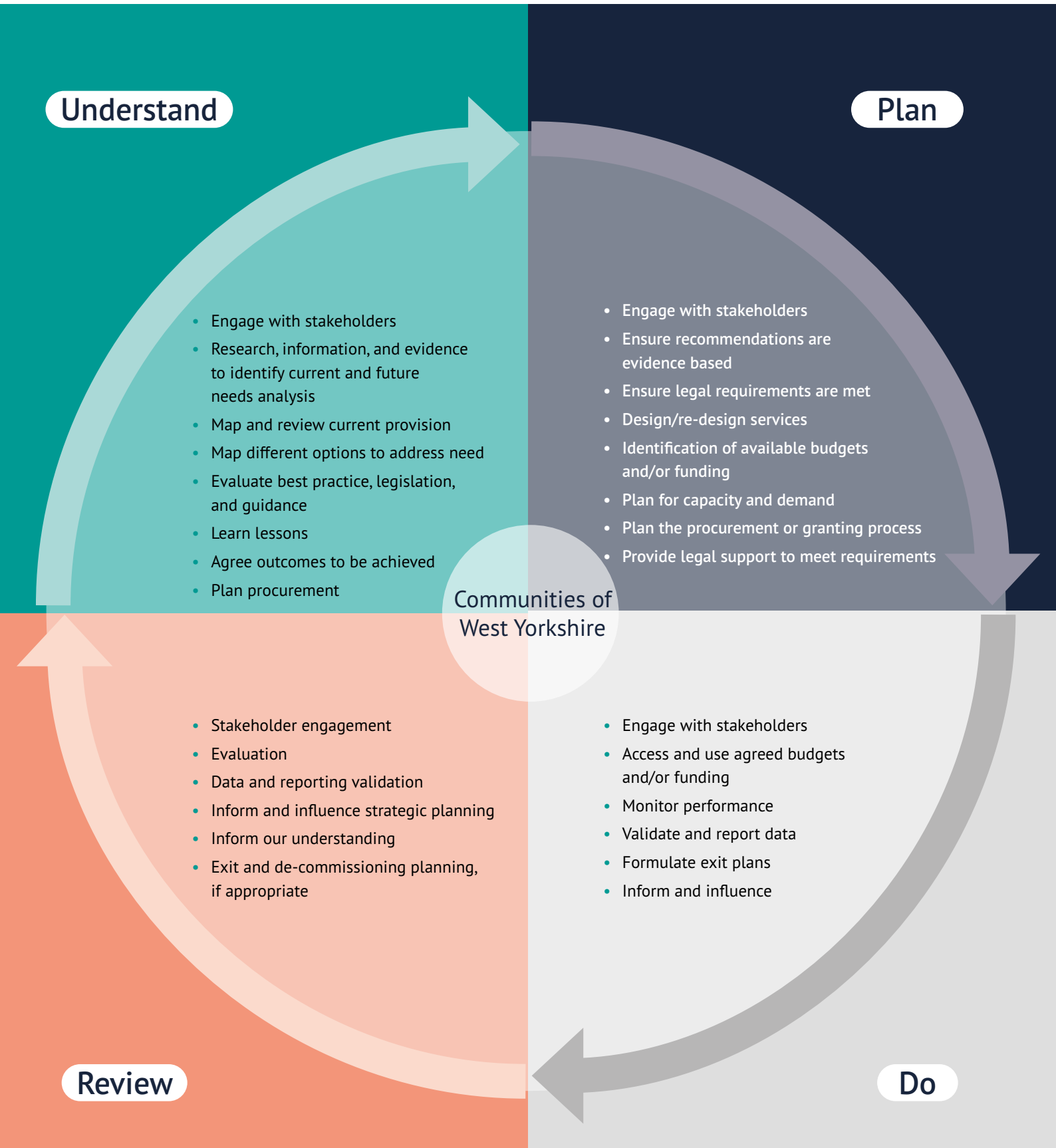
To complete the process, service users, providers and commissioners will feed back information about how well the service is performing in order that continuous improvement can be made. This in turn will ensure that we are able to adapt to the changing needs, demands and priorities of communities.

This process is known as the 'commissioning cycle' (refer to figure 1). Our cycle is fluid and is constantly flowing through each stage, no one stage of the cycle is static.



Our Commissioning Process

The Commissioning Cycle



Our Commissioning Process

The Commissioning Cycle

Understand

Our aim is to understand what the current and future need is and potential gaps where the Mayor could use resources to achieve our priorities. We listen to local communities through our public consultation surveys and our extensive engagement to understand where we are now and whether services are delivered to meet needs.

We also work with and listen to our other partners and stakeholders. For example, West Yorkshire's five Community Safety Partnerships, West Yorkshire Police, partners, key stakeholders, service providers.

We constantly horizon scan national priorities including changes in legislation to support our understanding. Our participation in national consultation ensures we are influencing and informing what needs to be delivered and how. Our considerations include engagement with national groups and the work the Mayor and Deputy Mayor for Policing and Crime undertake to represent West Yorkshire.

Plan

The Mayor's Police and Crime Plan priorities and statutory obligations form the basis of the activities we need to undertake and the services that need to be commissioned.

Our strategic planning and engagement support recommendations on the commissioning choices available to the Mayor. All recommendations are presented to the Mayor and Deputy Mayor for Policing and Crime, based on information and evidence gathered in the understand phase of our cycle. This information and evidence support the decisions made to secure services through a formal tender process or through a grant arrangement.

Review

Our review stage feeds into the next phases of commissioning, as it is a key source of information for planning and informs our understanding. In this stage we use a continuous improvement approach, to ensure learning from the delivery of services and activity supports our approach.

All contracts and grants are monitored and assessed using both quantitative and qualitative monitoring information to support the assessment of delivery. This commissioning activity is subject to internal audit scrutiny and the findings from this also form part of the continuous improvement approach. This all helps the Mayor to understand how well commissioned services and activities are supporting the delivery of the Police and Crime Plan priorities and helps shape future commissioning activity.

Do

We undertake the commissioning or granting process once the budget and/or funding to secure services and activities has been agreed. We use a range of approaches, and this will be a combination of contracts, grants, co-commissioned and/or co-funded activity to meet our priorities. We use a range of approaches to secure the right services and activities. We do this through formally procured contracts, direct grants and collaborative commissioning with partners which provide an opportunity to pool budgets and funding and deliver jointly agreed outcomes.

Where the Mayor provides funding by way of a direct grant to an organisation, our arrangement is set out in a grant agreement this states our required outputs, intended outcomes, terms and conditions, monitoring and payment arrangements.

Contracts, grants and collaboration

Commissioned and contracted services

All commissioning will be undertaken in line with the West Yorkshire Combined Authority Contract Standing Orders approved by the Mayor under the scheme of delegation and financial regulations. Depending on the value of the contract the procurement activity will be undertaken either through the Combined Authority procurement process or the Regional Yorkshire and Humber Procurement process.

The Combined Authority 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.

By way of a grant

The Combined Authority on behalf of the Mayor may grant funding for services and activities. Grant 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 Mayor's grant has helped the communities of West Yorkshire will be proportionate to the service provided.

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

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



Co-commissioning and collaborations

Our strong partnership working enables us to seek opportunities to co-commission services with other Police and Crime Commissioners/Police forces or public and third sector organisations. This is achieved through the Mayor entering into partnership agreements for the joint provision of services either directly as a joint commissioner or contributor to a joint funding arrangement. Depending on the service, these may be undertaken through either a service level agreement or a grant.

These arrangements will set out the Mayor's role, the necessary governance arrangements and the service requirements, and work within the parameters of this strategy and meet the priorities of the Mayor's Police and Crime Plan.

A decision on the most appropriate approach and mechanisms for commissioning will be taken as part of the commissioning process, and will include assessing the benefits, restrictions, and legal requirements for both the Mayor and the partner/s. The method chosen will be informed by our Commissioning Principles, service requirements and what is right for West Yorkshire.

Co-commissioning with those who have lived experience is one of our real ambitions. Enabling those with lived experience to influence the way we commission services and what we commission will ensure services and delivery activities truly meet the needs of our communities.

The Modern Slavery Statement articulates the commitment to... address modern slavery through business activities and supply chains.

Governance and performance monitoring

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

A standard approach to reporting and performance monitoring will be taken wherever possible. We will ensure reporting approaches are proportionate to the service and activity being provided, to the funding amount allocated and the risks and vulnerabilities of the people to whom the service is being provided.

Some of the approaches we will use include meetings with the commissioning staff, regular financial and performance reports, as well as presentations and attendance at partnership boards and groups.

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.

Modern slavery

Modern slavery is considered as part of the procurement process for competitively tendered contracts through the completion of a modern slavery assessment.

The assessment requires consideration of the service and location characteristics to establish the risk level of modern slavery in the supply chain and an action plan is created for any identified risk. Contracted and grant funded providers are encouraged and supported to access training to enable frontline staff to be able to identify the signs of modern slavery and how to report it.

The Modern Slavery Statement articulates the commitment and intended actions of the Mayor and six Police and Crime Commissioners (PCCs) and seven Chief Constables across the North East and Yorkshire and the Humber regions, to address modern slavery through their business activities and supply chains. This voluntary statement is made in accordance with Section 54(1) of the Modern Slavery Act 2015.

When considering modern slavery and human trafficking:

- We are responsible for tackling the crimes, bringing offenders to justice, and safeguarding those at risk.
- We are committed to working in partnership with our suppliers to support and challenge them on their response to modern slavery.
- We will ensure our progress is open and transparent, reporting where we have been successful and where we still have opportunities to improve.
- We will work with specialist third sector organisations to identify instances of Modern Slavery and bring offenders to justice.

Our EDI Vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to EDI.

Equality, Diversity, and Inclusion (EDI)

The Mayor's commitment to equality, diversity and inclusion is central to our commissioning approach and processes.

All our funded services and activity will require an Equality Impact Assessment and performance monitoring of actions and progress will be monitored as part of our contracting and granting arrangements.

Our EDI Vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to EDI.

Our EDI Statement

The Combined Authority celebrates the difference of all the people we serve, work with and employ. The organisation will hold itself to the highest standards in relation to Diversity, Equality and Inclusion and we will evidence our commitment in the following ways:

The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.

Training for staff on Diversity, Equality and Inclusion will be mandatory.

All staff will be set an annual objective about how they must promote Diversity, Equality and Inclusion in their work, and we will monitor compliance of line managers with this requirement

We will monitor and report the protected characteristics of our staff to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.

We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps

We set objectives to achieve specific equality outcomes.

Our equality objectives for 2022-2024 are:

- Champion Equality, Diversity, and Inclusion externally and develop an excellent regional and national reputation
- Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs
- Ensure our workforce reflects the diversity of West Yorkshire

Social value

We aim to deliver meaningful social value through our project design, our procurements and through the management of our ongoing contracts to support equality, to further inclusion, and to safeguard the environment and communities in which we live.

The Combined Authority expects our suppliers and providers to support our aims and objectives and be supportive of the mayoral pledges and commitments to improving the communities we live in. We expect our contracted partners to work to ensure they embody best practice through reducing gender pay inequalities, through fair employment practices and in the adoption of sustainable, ethically sourced products, goods and services and in supporting their suppliers to do the same.

The Fair Work Charter

The Fair Work Charter for West Yorkshire is a joint venture between the Mayor, partners, key stakeholders and businesses to develop a way of setting a clear and ambitious standard for fair work in our region.

The Mayor brought together a Steering Group of leaders and experts from across the public, private and third sectors to lead on the development of the Charter. These representatives cover a broad range of interests including employees, employers of all sizes from micro to big corporate enterprises, and specific interest groups including public health, faith and ethics, Equality, Diversity and Inclusion (ED&I), and best employment practices.

How we work together with others

Community and third sector engagement

Engaging our communities

Working with and talking to our communities is essential to ensure our approach to commissioning services and activities is meeting their needs. Engagement with local people and partners is key to successful delivery of funded services and activities. Our 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.

Our engagement takes place in many forms including community events, casework, surveys, regular consultations and specific advisory groups. For example the Mayor and Deputy Mayor for Policing and Crime's young persons' advisory group enables direct contact with young people who are able to express their views and comments, which will steer all future decisions, policy and engagement.

West Yorkshire's third sector organisations are a rich and diverse range of voluntary, community, faith-based organisations and social enterprises. Our partnership working with the third sector is key to supporting our communities and delivering our priorities. This sector engages more successfully with lesser heard communities and groups. It provides opportunities for people to give their time freely through formal and informal volunteering.

The sector plays a key role in making sure communities are and feel safe, just and inclusive, developing community capacity and resilience and delivering prevention and early intervention services and activities. The sector provides support services and activities for victims and survivors including both generic and specialist services for those who are particularly vulnerable. It provides value for money on a "not for profit" basis and attracts funding that isn't available to the public sector, for example from charitable and private sources.

Partnerships

Partnership working is at the heart of our commissioning approach and plays a key role as demand for services increases. We recognise the importance of re-designing services and interventions to better meet the needs of our communities. With less public money available we need to work even more closely with our partners to share and pool local public resources to maximise use of the 'West Yorkshire Pound'. We have a commitment to doing things once and together, which will mean new integrated models of working with joint priorities, focusing on those with greatest need. We can only achieve our aims through strong partnership working.

Overarching Policing, Crime, Community Safety and Criminal Justice Partnerships			
West Yorkshire Local Criminal Justice Board (LCJB)	Partnership Executive Group (PEG)	Local Authority Area Community Safety Partnerships (x5)	West Yorkshire Community Safety Partnerships Forum
West Yorkshire Local Resilience Forum	North East Police Forces Board	Third Sector Advisory Group	Tri-Services Collaboration (WY Police, WY Fire and Rescue Service, WY Ambulance Service)
Supporting Victims and Witnesses	Keeping People Safe and Building Resilience	Safer Places and Thriving Communities	Responding to Multiple and Complex Needs
LCJB Victims and Witnesses Group	West Yorkshire Children's Risk and Vulnerability Group	Vision Zero Board	West Yorkshire Reducing Reoffending Board
	West Yorkshire Domestic and Sexual Abuse Board	West Yorkshire Safer Roads Executive	Criminal Justice and Mental Health Forum
	Modern Slavery and Human Trafficking Forum	Violence Reduction Unit Partnership Delivery Group	West Yorkshire Women's Focus Group
		North East Business Resilience Centre	Out of Court Disposals Scrutiny
			Liaison and Diversion Operational and Strategic Board



Budget

Planned and outcomes based commissioning



Budget

The commissioning budget is split into the following strategic funding streams and the overall budget includes a combination of Central Government grants, the precept (police proportion of the council tax), Proceeds of Crime Act funding and Shared Prosperity Fund.

The current budgets cover the following areas and additional budget areas can be added if they are required during the life of this strategy:

- Victims of Crime
- Community Safety
- Criminal Justice
- Violence Reduction Unit
- Partnership Contributions

Some funding related activity is required to meet the Mayor's responsibility to provide services for victims of crime. Other funding relates to activity carried out in partnership with or through grants to a combination of local authorities, local providers and/or community groups all of which work with the Mayor to achieve Police and Crime Plan priorities.

Planned commissioning

Our planned commissioning considers local need and will be undertaken to meet the priorities in the Mayor's Police and Crime Plan. The following provision will either be commissioned, or the commissioning process will start over the life of this strategy. However, in-year ad-hoc requests for funding or commissioning of activity will also be developed with considerations of Must Do, Could Do or Should Do and the availability of budget.

Planned commissions throughout 2022-2024 include:

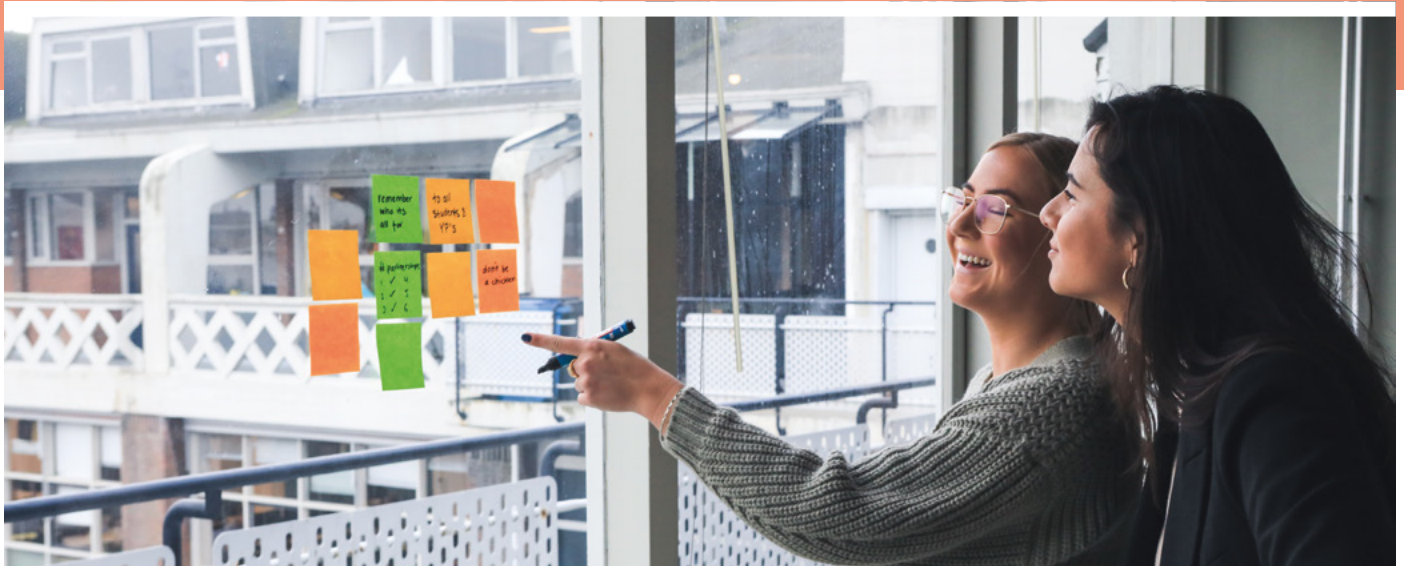
- Restorative Justice service
- Victim Support service for victims of all crime
- Independent Sexual Violence Adviser service
- Domestic Abuse Perpetrator service
- Violence Reduction delivery, evaluation and research

Outcomes-based commissioning

Where possible we will undertake outcomes-based commissioning that focuses on achievements and measurable impacts of services and activities. This approach supports progress to achieve our priorities. This approach improves engagement, helps focus commissioning to meet need, increases the opportunity for collaboration and encourages innovation.

Co-design approach

Community-based events



In the summer and autumn of 2022, we hosted a number of meetings and events where partners, current providers, and other interested groups came together to co-design the new commissioning strategy.

We held five events in community-based venues, one in each district, a West Yorkshire wide online meeting, an internal staff event and an online survey. Over 100 people from 60 different organisations have had their say on the co-design of our strategy.

Our focused topics of discussion were:

How can we ensure our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities?

How can our commissioning approach better engage with partners and opportunities to attract further funding into West Yorkshire?

What future opportunities are there to co-commission services with partners?

How can we better understand the needs and priorities of all our communities, now and in the future, to inform commissioning?

Key findings

Fair and equal commissioning

All those we spoke to welcomed the ambition for fair and equal commissioning and shared detail of how they thought we could engage more widely. There was a strong emphasis on being proactive across all upcoming commissioning opportunities and some really helpful feedback on the need for clear and simple language, recognising that some grants and opportunities were complex, and that any support we could offer to help would be appreciated. There was also a need to ensure we were engaging with the right person within the organisation. Communication and tone were also flagged as key issues. There was also a great deal of discussion on how we communicate and the platforms available. Concerns were flagged around emails which could sometimes be lost, and the need to increase our use of all forms of social media.

Another major point was around intersectionality and how we could address it by ensuring that wherever possible our commissioning panels were fully inclusive.

The monitoring of grants was also a key issue and whilst there was recognition that some monitoring requirements were directly passed from a funding body, those we engaged noted their appreciation for the support of the commissioning team.

Co-design approach

Key findings

“Valuing through the commissioning process the locally rooted organisations – for example putting weight on established relationships with our diverse communities etc. Ensuring that commissioning is reflected by the monitoring process – making it proportional to the value – for example, if we want to support smaller locally rooted organisations then having some lighter touch processes and smaller values of funds on offer. Supporting some organisations through the consideration of core cost funding. Encouraging larger programmes to be delivered through partnerships which include locally rooted organisations – building on the local pound”

Better engagement with partners and attracting funding into West Yorkshire

There was a real commitment to work together to share information, data, and statistics (not all organisations have the same resources) and work with the right partners, including smaller organisations, to avoid service overlaps and forward plan.

Ideas included working as a consortium and submitting joint bids where appropriate, and it was also recognised there were benefits for funders working directly with delivery partners.



It was also suggested that we should increase our partnerships with schools, faith organisations, private sector, and community champions, utilising infrastructure organisations where they exist.

“How can we do this – by ensuring there are pathways to hear the voice of the communities who are furthest from services. By working with those who are already trusted within the communities, local leaders, and community anchors.”

“Talk to the infrastructure leads for the VCSE (the Voluntary, Community and Social Enterprise sector) in each area; fund us to help you understand the priorities – we can reach groups and communities that you cannot. Our time is not free though and we need support from you to do this.

The West Yorkshire VCSE Assembly is another way to do this and is currently not funded and struggling to get off the ground due to good will but lack of capacity to make it happen.”

In terms of attracting further money into West Yorkshire there were real opportunities created by a Mayor who could lobby Government. Comments were made about making West Yorkshire sellable, highlighting the uniqueness of the region, its demographics, geography, and diversity.

“Aligning to WYCA and working more closely with their priorities would also help – we need different funding not more of the same. Lobby government to ensure marginalised communities are not pushed further away.”

Co-design approach

Key findings

“There is a huge range of highly successful organisations locally and valuing them within the strategy as they are supportive and reflective of our diverse communities within West Yorkshire.”

Future opportunities to co-commission

We received a great deal of feedback in response to the question ‘What future opportunities are there to co-commission services with partners?’ Co-commissioning was seen as a good way of working more efficiently, which would in turn better support organisations applying for funding. It was felt that there were many opportunities that could be taken and there was appreciation that this may take more time and be more complex. However, we should accept the challenges such as red tape, be bold and support smaller organisations through this process.

Co-commissioning could also enable us to be more cost effective, especially around place-based commissioning, which could be an option, in terms of delivering on some of the key priorities outlined in the police and crime plan.

The need for multi-year funding and challenges around short term funding grants was also discussed at length by all colleagues at every event and a great deal of frustration was expressed about how this impacted on smaller organisations and the negative impact on the work that was delivered. Also discussed was work by the Combined Authority to challenge funders, which included the impact on organisations and their staff.

“It would be wonderful to have more co-design opportunities – both with service users/communities and with locally based organisations who support them – it would be good to have these on themes, in a range of formats (online survey, in-person session etc.) and with notice to support maximum engagement.”

“There are lots of opportunities to co-commission – just needs open dialogue and recognition about where there are overlaps and shared values/aims etc.”

It was also felt that publicising who else has been funded from the Mayor would help other organisations to pair up and collaborate.

Understanding needs and priorities

To help us better understand needs and priorities we were asked to work with partners including schools, faith organisations, private sector/business, and community champions utilising infrastructure organisations where they exist.

“Need to ensure the strategy aligns with health and social care priorities to achieve maximum effect and resources. Need to really consider the ongoing impact of the pandemic and the cost-of-living crisis.”

Lived experience and its importance in designing services was discussed at every event along with the ongoing pilot work being undertaken in commissioning which was seen as the way forward. People were very interested in the outcome of the pilot project evaluation. It was also felt that when looking at community-based interventions that communities should be involved and local organisations were best placed to identify solutions and also identify gaps in current service provision. Again, needs assessments were discussed and it was thought that there was a strong need to work with partners to reflect local requirements and that commissioning needed to reflect this and not just be postcode focussed.



Co-design approach

How we can support organisations

Other feedback and how we can support organisations

Supporting smaller organisations

One of the major themes discussed was the process to apply for funding. Both the process and wait time could be resource intensive which whilst it impacted all organisations, could additionally negatively impact small organisations.

Feedback suggested:

- Bid writing support or guidance to allow grass roots organisations to have the same opportunities. (Not setting people up to fail).
- System to track approved organisations that run successful projects. Staged processes may help smaller organisations engage.
- Need to help organisations to capacity build – skills and systems.

Information Sharing

Feedback on information sharing included:

- Organisations across West Yorkshire hold a huge bank of data which could be used to inform needs assessments and applications.
- Organisations including Combined Authority could be better at sharing information with partners.

“Use the Joint Area Needs Assessment to inform decisions and utilise local Integrated Care Boards and Local Authority intelligence to identify gaps and specific areas of concern in addition to police data. Also link with safeguarding partnerships and boards to avoid duplication.”

Recommissioning

When discussing recommissioning, feedback included:

- When re commissioning we should think about our processes and ensure that we pass on any support and learning.
- Could we also reflect the work already completed, supported by past evaluation.



- Include evaluation in the commission, separate to the organisation delivering the work, to enable the showcase of successful outcomes.

Transitional services

A number of people talked about the needs of those supported by commissioned services and the problems and complexities of support services for under eighteens as they transitioned into adult support.

Actions requested

Suggested actions identified throughout the engagement which included:

- Map who gets funding and our partners.
- Ensuring communication is simple and clear.
- Use multiple platforms to engage.
- All platforms need a directory to ensure that the communication is directed to the appropriate person or group.
- Engage with people by name. Are we talking to the right person in the organisation?
- Include those with lived experience on evaluation panels.
- Create commissioning network groups.
- Host market network events
- Define the meaning of "co-design and co-commissioning."
- Consider establishing volunteer commissioning engagement champions in each district.
- Ensure updates are communicated regularly via email and social media.
- Produce and publish a commissioning newsletter.

A Thank You

We would like to thank our partners and the providers who were involved in the co design and creation of this strategy, and for your continued commitment to partnership working.

Organisations that attended co-design events or responded to the survey:

Alpha Housing Calderdale
Anah Project Ltd
Barnardo's North Region
Behind Closed Doors
Bradford Council
Bradford People First
Bradford Rape Crisis
Calderdale Council
Change Grow Live (Leeds)
CNET
CST
Empath Action CIC
Empower CIC
Evergreen Active CIC
Family Action
GASPED
HTAFC Foundation
Inspire North
Invictus Wellbeing
JAMES

Joanna Project
KCRASAC
Kirklees Council
Leeds City Council
Leeds Domestic Violence Service
Leeds Jewish Representative Council
Leeds Youth Justice Service
Leeds Youth Service
Local Services 2 U
Mary Magdalene CiC
Nova Wakefield
Pennine Domestic Abuse
Policing & Crime, WYCA
Probation Service
Reestablish
Restorative Solutions
Rosalie Ryrie Foundation Ltd
Spectrum People
Star Bereavement
Staying Put

Support After Rape and Sexual Violence Leeds
Support to Recovery (S2R)
Survivors West Yorkshire
Tender Education and Arts
The Bridge Project
The Youth Association
Together Women
Training Cave
User Voice
Victim Support
Voluntary Action Leeds
Wakefield Council
West Yorkshire Liaison and Diversion
West Yorkshire Police
West Yorkshire Violence Reduction Unit
WMOC
WomenCentre Ltd.
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