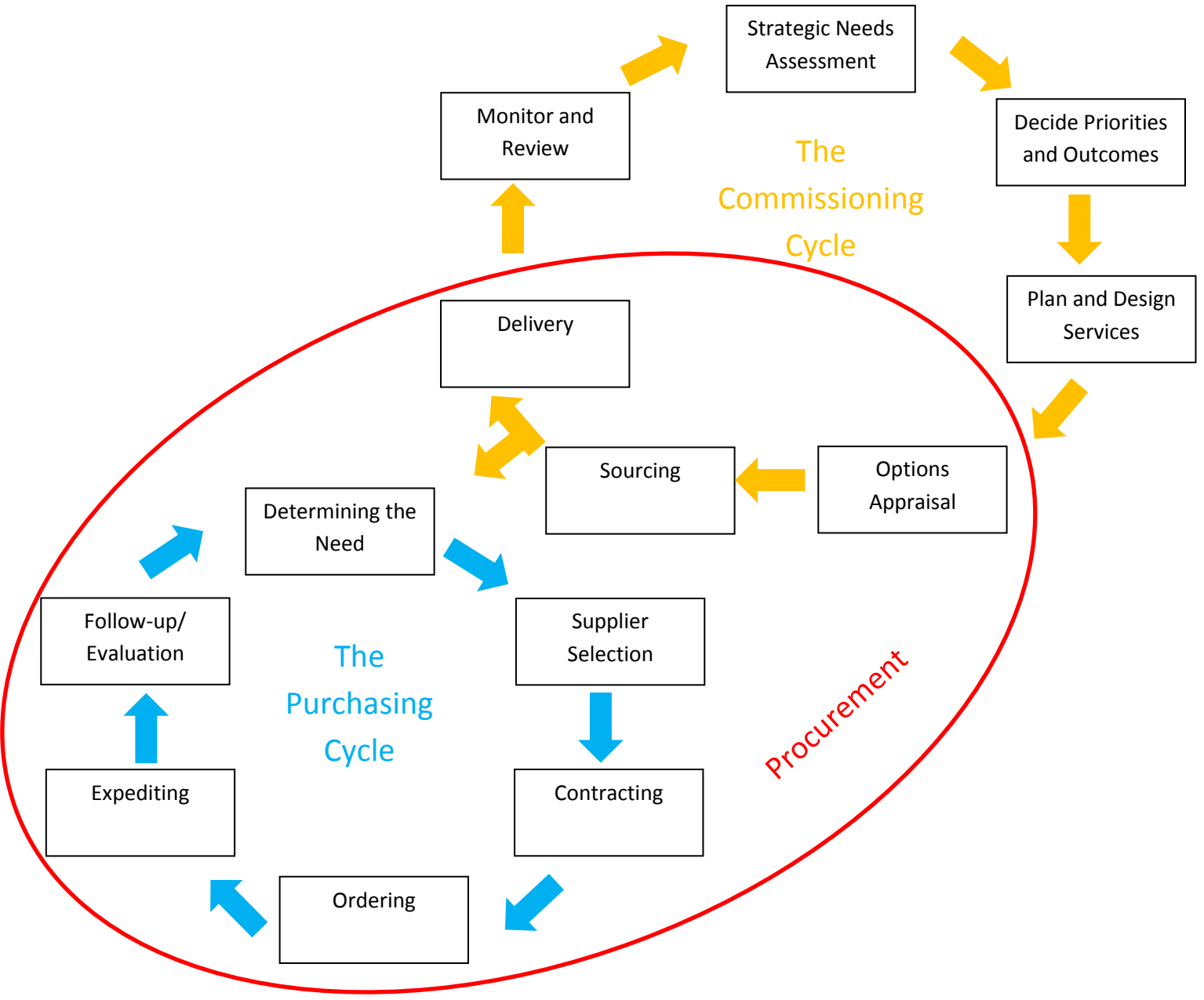


**Police and Crime Commissioner for Gwent
Strategic Commissioning Framework**

1. Definition of Commissioning

1.1 Commissioning is the cycle of assessing the needs of the people in an area, designing and then securing the appropriate service.

2. Commissioning, Procurement and Purchasing Cycles



3. PCC's Commissioning Vision

3.1 "Better outcomes for individuals and communities through reducing crime, supporting victims and making Gwent a safer place"

4. How to turn the Commissioning Vision into Reality

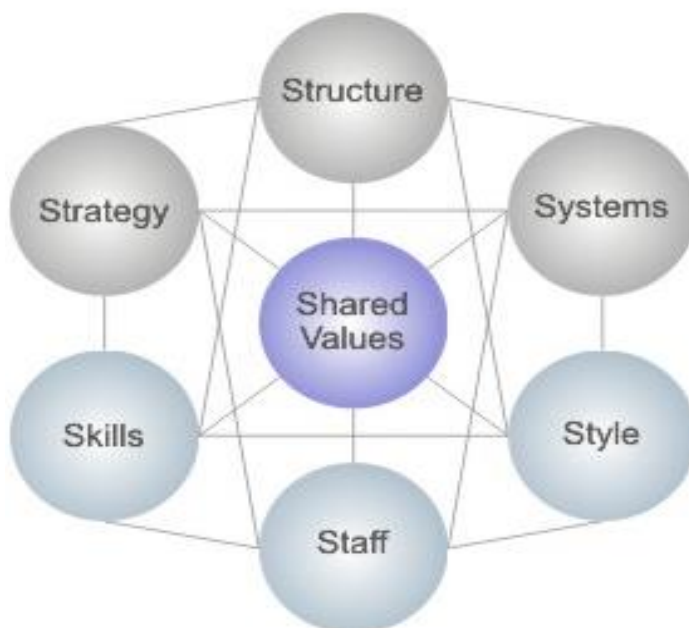
4.1 In order to facilitate the delivery of commissioned services, the PCC established a Strategic Commissioning Board (the 'Board').

4.2 The purpose of the Board is to provide strategic direction to the Police and Crime Commissioner's (PCC) Commissioning Programme in relation to strategic planning, service quality, contracting performance and management and stakeholder engagement.

4.3 The Board is chaired by the Deputy PCC and has representation from:

- The Office of the PCC;
- Local Authorities;
- Gwent Police;
- South Wales Fire & Rescue Service;
- Wales Probation Trust;
- Aneurin Bevan Health Board;
- Gwent Registered Social Landlords, and
- The Gwent Voluntary Sector.

4.4 The success of commissioning across Gwent, will be dependent upon the alignment and mutually reinforcing nature of seven elements or component parts across the relevant Partners represented on the Strategic Commissioning Board. The seven elements are:



4.5 Each element has been discussed by the Board; the following narrative therefore confirms the Board's position on each element.

4.6 Shared Values

4.6.1 Central to successful organisations, or the delivery of successful projects, is whether the key protagonists have common shared values. These values are the bond that keeps the parties together and provides direction to do the right thing, when there is none. The following shared values have been confirmed by the Board.

We will act with:

- Honesty;
- Fairness;
- Openness;
- Integrity;
- Flexibility;
- Equity;
- Trust; and
- Transparency.

Through being:

- Courageous and Brave;
- Respectful;
- Caring;
- Disciplined;
- 'Needs Based';
- Accountable;
- Mindful to Learn and Grow; and
- Consultative with all parties.

4.7 Strategy

4.7.1 The PCC's commissioning strategy is to achieve:

"Positive, focussed outcomes for individuals and communities in Gwent, through services that are economic, efficient and effective in delivering the priorities of the Police and Crime Plan"

4.7.2 The Boards purpose therefore is to deliver the above.

4.7.3 To deliver this strategy, a number of strategic principles have been endorsed by the Board:

- The strategy will meet the priorities of the PCC in achieving the Police and Crime Plan (where divergence from the priorities of partners exists, the reasoning and impact of divergence should be fully explored by the Board);

- The strategy will deliver the outcomes identified from the pan Gwent Unified Needs Assessment;
- Commissioned services will tackle causes not symptoms;
- The development of commissioned services, whilst being evidence based will be innovative in approach;
- Services should be delivered on a collaborative/partnership/consortia basis to avoid duplication; promote simplification; ensure consistency; provide leverage for finance; enhance resilience; provide leverage of existing resources; exploit economies of scale and foster best practice/centres of excellence;
- Long-term approaches to delivering real sustainable benefits should be preferred against short-term approaches to 'fire-fight'; even though it is acknowledged that the recognition of outcomes/benefits will have longer lead times;
- An 'outward looking' approach will be adopted to avoid silo/insular working; be market-place aware to exploit external commercial and voluntary sector opportunities to add-value to agreed priorities; apply best practice; deliver sustainable solutions and avoid conflicts with statutory/governmental initiatives;
- An ethos of continuous, collective improvements will be followed, whilst acknowledging and supporting existing successful delivery mechanisms;
- Outcomes will replace targets and be subject to 'common measurement' across partners; and
- Communication amongst partners and commissioned service providers is vital. The Communication Strategy will focus internally and externally; place emphasis on the end user and facilitate effective and regular feedback.

4.8 Structure

4.8.1 With the Board firmly embedded, it is considered that the current partnership landscape in Wales appears suitable to facilitate the delivery of its commissioning needs. The executive leaders represented on the Board can bear influence throughout the partnership groups already in existence.

4.8.2 It is acknowledged that the Board and its individual members will influence at different levels throughout the current partnership landscape through G7(G8), Area Planning Boards, Local Service Board, Community Safety Partnerships, Gwent Needs Assessment Group, etc. However, the voluntary sector appears underrepresented and as such will need to have a seat at the respective tables.

4.8.3 Internally, the structure of the Office of the PCC's Commissioning Team is in place and functioning in its current 'architect role'. The development of key networks across partners will be based on a 'web' approach, with each intersection or 'node' representing an individual, organisation or group which can shape and deliver commissioned services. Each node therefore is inextricably linked to each other.

4.9 Systems

4.9.1 Significant work has been undertaken within the PCC's Commissioning Team to establish a pan Gwent Unified Needs Assessment (based upon the PCC's priorities) and also understand the funding flows between organisations (funding, recipient and delivery) which contribute to delivering the priorities.

4.9.2 For the first time, a holistic unified needs assessment has been produced, which encompasses the unified needs assessments of Local Authorities, the Area Planning Board and Police as well as other data sources. Furthermore, a comprehensive funding database has been produced which highlights where the money comes from, who administers it and how it is spent. Unfortunately, the system for detailing outcomes against these funding sources is not robust enough to ascertain the success of this funding in delivering positive outcomes.

4.9.3 The development of both these instrumental information sources will be maintained, with a focus upon ascertaining the outcomes delivered by the funding.

4.9.4 Future systems of working will be designed in line with the following principles:

- The measurement of outcomes will be instrumental; both qualitative and quantitative metrics will be used;
- The outcomes of 'Programmes' of work will be capable of measurement, replacing the focus on the measurement of outcomes in isolated 'projects';
- A 360° approach to information gathering, across all nodes, will be required;
- Service user feedback will be key – both evidenced based and anecdotal;
- Systems will facilitate the inclusion of the voluntary sector – a voluntary sector Compact and Concordat will be developed;
- Systems must be capable of 'spelling out' the positive differences to individuals and communities; and
- Bureaucracy will be minimised.

4.10 Style

4.10.1 This element concerns the leadership style and culture of the Board. Culturally, the board will:

- Review all existing delivery mechanisms – have a 'clear out' so to speak;
- Create synergy for the greater good;
- Do things with groups and individuals, not do it to them.

4.11 Staff and Skills

4.11.1 The delivery of the PCC's Commissioning strategy is a complex and dynamic process. At this stage, the Commissioning Team within the Office of the PCC is suitably resourced and skilled to undertake the current workload. However, with the formation of a 'nodal' structure, the resources

and skill sets within partner organisations and commissioned service providers will be utilised to ensure the successful delivery of the strategy and the right outcomes for end users of the service.