

Gwent Police and Crime Commissioner
Commissioning Intent
Task & Finish Group
Project Scoping Document (DRAFT)
Commencing January 2014

1. Project Context: The Strategic Case

Police and Crime Commissioners (PCCs) are provided, as part of their overall Government Funding settlement, a 'Community Safety Fund'. This fund brought together under one roof, the vast majority of drugs, crime and community safety funding that the Home Office previously provided to a range of partners. From October 2014, the Commissioner will also have responsibility for commissioning a significant allocation of funding in relation to Victims Support Services.

With the introduction of commissioning responsibilities for PCCs and the associated unification of funding to deliver these commissioned services as articulated above, the PCC for Gwent has established a Strategic Commissioning Board.

This Board has the primary purpose to provide strategic direction to the PCC's Commissioning Programme in relation to strategic planning, service quality, contracting performance/management and stakeholder engagement. 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.

On the 2nd December 2013, Strategic Commissioning Board members agreed the 'Strategic Commissioning Intentions' for the Office of the Police and Crime Commissioner. These intentions confirm 5 key themes which will focus commissioning activity; deliver an enhanced service through working together and bring improved outcomes against each of the Commissioner's priorities.

The 5 Themes are:

- Core Policing;
- Crime and Anti-Social Behaviour Prevention;
- Strategic Community Safety - Guidance, Governance and Oversight;
- Victims services and support; and
- Rehabilitation of offenders.

2. Purpose

In designing the local commissioning requirement and associated framework, the Commissioner will need to consider a regional Gwent footprint to achieve synergies; however, he is keen to ensure effective local delivery through a multi-agency approach to commissioning to achieve common, positive outcomes for service users.

3. Project Objectives

- To set up a multi-agency Task & Finish group (Group) for each of the four areas (except Core Policing);
- Each Group to work collaboratively to review, understand and assess the current position relating to service provision across Gwent in relation to the specific Groups' subject area. (See Appendix 1);
- Develop a documented blue print that will provide an overarching framework for planning, delivery and monitoring purposes for delivery of the services applicable to the Group's activity area, in support of community, partner and commissioner priorities and the commissioning timeframes. To include:
 - Design for future service provision and delivery, i.e. What will it look like, what it will do?;
 - Suggested timeframes for activity;
 - Resources: both initial and into the future, covering financial and staffing requirements;
 - Enablers to success – procurement, legal, HR involvement; collaborative multi-agency delivery;
 - Constraints: Risks, PESTELO, SWOT;
 - Interdependencies with other Group's activities;
 - Governance to include: meetings, reporting, communication, performance monitoring; and
 - Opportunities for further future programme progression.

4. Outcomes and Deliverables

Activity	Action Date	Comment
Effective multi-agency task and finish groups set up.	By February 2014.	
Documented review of current service provision for the Group subject area.	By end of February 2014.	
Findings reported to Strategic Commissioning Group.	TBC	February or March Meeting?
Documented blue print, with recommendations, as to how the current service provision may be enhanced or even redesigned.	By end of March 2014.	
Recommendations presented to Strategic Commissioning Group – to agree next phase.	TBC	March or April Meeting?

5. Project Assumptions and Principles.

- That each of the outcomes will be accepted and progressed;
- Much work can be recycled from previous activity reducing time and resource requirement;
- That involvement will be supported by each stakeholder organisation from existing resources; and
- That associated activity relating to the Task & Finish group work will, where necessary, be funded by the Office of the Police and Crime Commissioner.
- To deliver this work in line with the approach already agreed by the Strategic Commissioning Board, the following principles should be adopted to inform the Groups' activities:
 - The Group outcomes 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 activity 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;
 - Agreed 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.

6. Project Boundaries

The boundary for this project is to set up a Group to examine current service provision, in the Group's specific topic area, and to make recommendations as to how this might be enhanced, or even re-designed, on a regional footprint, whilst considering localised delivery where applicable.

Any recommendations as to specific progression will necessitate joint interaction and agreement between partner organisations.

7. Project Risks:

Partner and stakeholder 'buy in (acceptance)' to the revised system if it changes dramatically from current local methods.

The timescale for this element of the project are recognised to be challenging however, the follow on work (March to June) will offset some of this risk.

8. Roles and Responsibilities of Members

- Group members will represent their organisations, and provide updates within their organisations as applicable;
- Where Group members are involved in other Groups / projects which have related priorities etc., they will be asked to provide updates as applicable;
- Group members will be asked to nominate a Chair, providing guidance, support, advice and progress overview as necessary;
- Group members should have delegated responsibility to take decisions as necessary for the Group to undertake this project;
- If a Group member is unable to attend a meeting, they will arrange for a suitable alternative to attend.

9. Secretariat

Support to each Group will be organised by the Office of the Police and Crime Commissioner (OPCC) in relation to the agenda and associated papers.

10. Frequency of Meetings

Meetings will take place as agreed by the Group members.

11. Reporting Arrangements

The OPCC Chief Finance Officer will report to the OPCC Strategic Commissioning Board on progress and recommendations as applicable.

Minutes of meetings and associated project updates will be sent to all members, and relevant regional and local forums.

12. Communication Strategy

The OPCC communication strategy has been developed outlining the mechanisms for stakeholder communication, engagement and involvement. This will be used to coordinate partner communication of key messages emerging from the Group's activity.

OPCC / Commissioning/ Framework/ NT 16 Jan 14/Draft 2.