

Commissioning Strategy 2021-25

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Background

This commissioning strategy sets out a formal statement of plans for securing, specifying and monitoring services to meet the needs of people in the West Midlands at a strategic level. The Police and Crime Commissioner is responsible for setting the direction of policing and reflecting the community safety priorities, he also has responsibility for overall crime within the West Midlands, the criminal justice system, victim's services and the Violence Reduction Unit. The plans in each of these areas are published in the [West Midlands Police and Crime Plan 2021-2025](#). The Plan was developed in consultation and responds to the issues that matter most to the public. It also reflects the views of partner organisations who are working together to deliver on shared outcomes and priorities that cannot be delivered by the police alone. The consultation for the Plan has been in 6 parts. It started with a call for evidence. There was then a series of round table events on violence against women and girls and domestic abuse, violent crime, drug policy and neighbourhood policing, with a particular emphasis on anti-social behaviour and speeding. Together with West Midlands Police, we launched a public survey dedicated to the issue of women's safety and that was followed with a West Midlands wide policing and crime survey. We also commissioned a consultation that focused exclusively on the views of young people and finally, all of the 7 Community Safety Partnerships in the West Midlands completed a consultation process.

The plan is an ambitious vision for policing and the Criminal Justice System, that places modern approaches to preventing crime at its heart, with the aim of reducing the amount of violence, crime and anti-social behaviour in our communities, and it is split into six sections:

1. West Midlands Police
2. Working in Partnership Locally
3. Police Collaboration
4. Civic Leadership and campaigning for change
5. Good governance, transparency, equality and public engagement
6. Funding, grants, resources, police precept and financial planning

Some of the commitments in this Plan are about the strategic direction that has been set for West Midlands Police, while others are about collaboration with partners, working together to improve the criminal justice system, increasing community safety, reducing violence and ensuring that victims of crime are supported and recover. The Plan also sets out objectives for police collaboration, the financial and other resources required to achieve the Plan's objectives and the issues that will be prioritised during the Commissioners term of office.

The outcomes are aligned to the key themes, and measures have been attributed to each outcome through our delivery framework. This allows us to chart progress towards delivering collectively on these shared outcomes. These outcomes are all interconnected, including with our priorities.

In order to achieve these priorities, the OPCC commissions a number of different providers to help with the delivery of services which will benefit the communities of the West Midlands, reduce crime and help victims to cope and recover from the harm they have suffered.

Given the limited resources available, we need to be confident that the services we are providing are the best they possibly can be for the funding available. We therefore work with stakeholders, our communities and service users in designing and shaping services, and feeding back where improvements can be made. Given that services are continually evolving and improving, with the emergence of new areas of focus, it is inevitable that some services may be de-commissioned at some

stage. Where this does happen, please be assured that it is something that hasn't been undertaken lightly, but in order that services continue to provide value for money, are delivered effectively and efficiently, and are more suited to the needs of the communities and victims of West Midlands.

The current COVID-19 crisis has been unprecedented in how every-day life has changed. Its consequences are felt by all service providers in every sector, from the largest such as West Midlands Police, to the smallest community group trying to do good things and make a difference.

Working with local agencies and other commissioners, we all require services that deliver in the local area to support the most vulnerable people in society, divert and educate young people and provide essential treatment for issues such as mental health, drugs and alcohol. The Commissioner is responsible for bringing agencies together to identify where it would be beneficial to share funding and create the best value we can for the services that we need to think differently about or finding new ways in which those services can be delivered effectively. This includes considering services from every sector including voluntary and third sector, to play a part in responding to the outcomes our communities need.

The OPCC is committed to supporting local service providers in exploring every option available to keep them sustainable, including taking advantage of national support and working with them and other partners to pursue funding opportunities. It further clarifies the available funding that is available to commission services and the process we go through to identify the greatest need.

This Commissioning Strategy sets out the principles and framework that are used to commission services. All commissioning decisions are undertaken openly and transparently, and are supported by evidence. All decisions are published on the PCC's website.

also details the different types of funds which are available, and how they operate, as well as covering supplier performance management.

The role of the third sector (voluntary, community, faith-based and social enterprise organisations) is very important in our local communities, and wherever possible we will ensure that we maximise this potential by supporting the third sector as much as possible to develop solutions in line with the Commissioners Plan.

1. Commissioning Principles

The following principles will be applied to the commissioning process within the West Midlands. The principles set out how the PCC will manage the whole commissioning process either as a single commissioner of goods and services, or in any collaborative or joint arrangements with partners. The PCC will ensure that:

- The OPCC undertakes the responsibility of commissioning when there is a clear need or there is a statutory responsibility of the PCC
- Outcomes for users will be at the heart of the strategic commissioning process, which will be community and victim focussed.
- All commissioning will be in support of the Police and Crime Plan objectives and will be clear and measurable

- We will understand the needs and priorities of our communities, now and in the future and clearly specify our requirements.
- Commissioning needs will be evidence based and we will ensure that we have the information, support and professional judgement to get a holistic understanding of need by engaging with provider organisations, including those from the voluntary and community sector and other local experts to understand and plan future services
- Wherever possible commissioning will be undertaken on a West Midlands wide footprint and as a preferred route, we will work with existing structures and organisations, where they exist and are effective and efficient, to commission goods and services
- We will use performance management systems that monitor and improve outcomes and correctly challenges poor performance whilst avoiding perverse behaviours; feedback from victims, communities and stakeholders will be incorporated into these assessments and into the relevant monitoring processes.
- We will measure whether or not outcomes have been delivered and hold our providers to account seeking feedback from service users, communities and providers, in order to review the effectiveness of the commissioning process in meeting local needs.
- We will ensure commissioning is conducted in a legal, transparent, fair, and proportionate way that encourages and facilitates the involvement of a diverse range of providers. We will use appropriate mechanisms to ensure their involvement.
- Where possible, we will work with other commissioners to develop, integrate and join up approaches that deliver the best possible outcomes more efficiently
- We will seek to achieve Value for Money and efficiencies.
- Furthering equality and diversity will be a key focus of the commissioning process

2. Commissioning Framework

Our work with partners, service users and providers has resulted in more innovative, efficient and higher quality services being provided.

The Commissioner wants to ensure that this good work continues, and that the communities of the West Midlands continue to receive services that are effective, and that he makes efficient use of the funding available to him.

Central to the process of commissioning is the understanding and analysis of need and demand from the people who are involved in both use and provision of the service. 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, advisers and commissioners feedback 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 and service users. This process is known as the 'commissioning cycle' (Figure 1).

As services are commissioned, embedded into daily activity and improvements demonstrated, new services or a change of provider may be required. On some occasions the PCC may provide some funding for innovative ideas. Part of the agreement to fund these ideas will be around sustainability, i.e. the achievement of a more permanent funding source.

Figure 1: The Commissioning Cycle

The Commissioning Process



Effective commissioning forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and achievement of outcomes. It includes commissioning, procurement, grant and contract management activity. The stages are inter-dependent - each stage builds on the previous one.

<p>Assessing Needs and Priorities (Analyse)</p> <p>Analysis (including research/ evidence gathering) is undertaken to understand the needs and broad requirements that the service needs to meet:</p> <ul style="list-style-type: none"> • Needs/demand analysis • Service/crime data • Best practice elsewhere • Service user/victim insight • Stakeholder/Citizen input • Legislation/guidance • Lessons learned • System mapping 	<p>Strategic Planning (Plan)</p> <ul style="list-style-type: none"> • The service is planned and a service specification is produced. • Stakeholders and victims/service users are enabled to feed into the specification • A decision on the most appropriate procurement method is taken and prepared for • Associated contract particulars and schedules are prepared
<p>Service Specification, contract and procurement, Grant, or Trusted Relationship Providers (Do)</p> <ul style="list-style-type: none"> • The service is procured using the most appropriate process • The contract or grant is signed and entered into • The provider is supported during implementation of the service • Service delivery commences • Service Specifications can be used to deliver the PCC's priorities on procurement 	<p>Performance Management (Review)</p> <ul style="list-style-type: none"> • Lessons learned from the commissioning process are captured • Lessons learned are captured throughout service delivery • Consideration of need to re-commission as contract draws to a close • If re-commissioning, lessons learned brought through to analyse stage

3. How we work together with others.

Partnership working is fundamental to our PCC's approach, as no one organisation or sector on its own can deliver the Police and Crime Plan outcomes for communities. As set out, we make more of an impact working together than alone and no organisation can tackle the complex problems that we are responding to, or meet the significant challenges we all face on a daily basis. The West Midlands has seen crime rising and changing, and we need to ensure a strong multi agency response is part of our way of working. We are working towards a whole-systems change response. By working closely with local partners towards our common purpose we can tackle issues more effectively and make a real difference to the lives of individuals and families.

Policing services are provided by West Midlands Police. On behalf of local communities, the PCC holds the Chief Constable to account for delivery of operational policing but there is very little policing activity that is delivered by the police alone. The changing landscape demands a new response. The 'and crime' part of the Plan clearly relies on our communities, community safety partners, criminal justice,

third, public and private sectors to work together to deliver on outcomes. In turn, the Police and Crime Panel scrutinises and supports the work of the PCC and his office, however it is the public who will ultimately hold the PCC to account for the delivery of the Police and Crime Plan.

The PCC has established a partnership model that brings together strategic, advisory and delivery partners on a regular basis. The focus is on delivery and the PCC has provided a structure and resources for partners to work together to improve and innovate in a collaborative and cooperative environment.

Engaging and involving local people in decision making and making their communities safer remains at the heart of the PCC's approach. Simon Foster is responsible for ensuring that the police are directly answerable to the communities they serve, as he states within his Plan, *'I am committed to being a People and Communities, Police and Crime Commissioner. That means a Commissioner who engages with, listens to and works with the people and communities of the West Midlands'*.

The Police Reform and Social Responsibility Act 2011, together with the Policing Protocol and other legislation, places statutory duties on the PCC to:

- Obtain the views of local people on policing and have regard to those views;
- Engaging with local people in setting police and crime objectives;
- Obtain the views of local people and ratepayers on budget and precept proposals; and
- Obtain the views of victims of crime about matters concerning local policing.

The PCC, Police and community safety agencies across the West Midlands have good links with the communities they serve and work with them well to understand local priorities. There are, however, always opportunities to improve and strengthen levels of community engagement and involvement on which the success of the Police and Crime Plan so heavily relies. This strategy provides a framework that underpins the way we inform, consult, engage and involve local communities, often in collaboration with other partner agencies.

Involving our communities

Communities are the most important partners the PCC has and engagement with local people and local partners is key to successful delivery. The annual review of 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.

Engagement through casework, events, surveys, regular consultations, summits and communications provides the PCC with frequent contact with communities. The PCC also visits with neighbourhood policing teams, community groups and partner organisations, and takes part in stakeholder events and roundtables to better understand local policing and community safety needs to inform the delivery work of the OPCC. This ensures that our communities are listened and responded to.

It is important to remember that the police, community safety and criminal justice partners, other public, third or private sectors, although they are working together, don't have all the answers. Resilient communities have a vital role to play in delivery. Many of the outcomes in the Police and Crime Plan depend on behaviour change, that includes offenders choosing positive alternatives and communities responding in ways that send a clear message about what is acceptable.

There is a particular concern that those communities most affected by crime need to have their say as it is all too often the case that it is precisely those communities including deprived neighbourhoods,

victims of domestic and sexual abuse, Black, Asian and minority ethnic communities, disabled people and LGBT communities that are seldom heard. The PCC continues to seek to provide a strong voice for these communities and the needs and concerns of our communities are reflected in the PCC's priorities and our delivery.

Working with the local third sector

The PCC believes that the local third sector – embracing the whole range of voluntary, community, faith-based organisations and social enterprises have a crucial role to play in delivering outcomes. At its best the sector can engage more successfully with seldom heard groups; provide very good value for money on a not for profit basis; compete for funding that isn't available to the public sector (e.g. from charitable and private sources); and provide high quality opportunities for people to give their time freely through formal and informal volunteering. The sector works within the same expectations and disciplines with which other sectors must also comply.

They already play a key role in making sure communities are safe and feel safe. It plays a vital role in developing community capacity and resilience. Other specific areas of service delivery include prevention and early intervention; providing support services for victims and witnesses, including both generic and specialist services for those who are particularly vulnerable; delivering a range of drugs and alcohol services; and preventing repeat offending by offering supported housing and employment. There is however, scope for the sector to play a more significant role with investing in the sector and is a good way to implement the Social Value Act.

4. Funding Streams

A central part of the role of the PCC is to ensure that the communities of the West Midlands have effective and efficient policing and community safety services. The PCC receives all funding in relation to policing. These funds are used to meet the Strategic Policing Requirement (as set by the Home Secretary) and provide national, regional and local policing services. The main funding streams for the PCC are:

- the West Midlands allocation from central government;
- the local policing precept; and
- Income from other sources.

Allocation of Resources

The three main areas that receive funding for the purpose of policing and community safety are detailed below.

- Effective and Efficient Police Service

The Chief Constable provides the PCC with professional advice on the threats, risk and harm to the West Midlands and what is required to meet the direction and priorities as set out in the PCC's Police and Crime Plan. A budget is then allocated to the Chief Constable based on the information provided.

The Chief Constable is held to account for the delivery of an effective and efficient police service by the PCC through an integrated performance process. The details of the governance arrangements and decision making are set out in the Scheme of Governance which is available on the PCC's website.

- Collaborations with other PCCs and Police Forces

These collaborations are services where PCCs and Chief Constables have entered into legal collaboration agreements to receive a service that is more effectively and efficiently delivered across more than one policing area. In the West Midlands this covers the West Midlands, Warwickshire, West Mercia and Staffordshire. PCCs hold Chief Constables to account through regional strategic boards. PCCs are still responsible for the services provided to their community whilst Chief Constables are responsible for their own police officers and police staff.

- PCC Commissioning

The Commissioner determines the level of funding for commissioning services.

Funding Streams

- Victims Fund

The Ministry of Justice provides a ring-fenced grant on a statutory basis to the PCC to commission services to support victims and their immediate family members cope and recover from crimes they may have experienced, regardless of whether the crime has been reported to the Police. This grant is subject to specific conditions and requirements, which includes the submission of grant returns detailing quantitative information on the services funded. The funding is issued as a grant under the Domestic Violence, Crime and Victims Act 2004 to support 'victims, witnesses or other persons affected by offences.

The grant is provided for the following purposes:

- Providing or commissioning a referral service, where victims can be provided with information or referral to other suitable support services in accordance with their needs
- Providing or commissioning support services for victims of crime and any additional services for victims of the most serious crime persistently targeted, vulnerable and intimidated. In addition, support should be made available for family members and bereaved family members
- Providing or commissioning support services for victims of sexual violence, domestic abuse and victims of child sexual abuse, and exploitation
- Provision of victim led, pre and post sentence restorative justice services
- Covering any associated costs linked to providing or commissioning support services
- Building the capacity and capability of the VCSE who are providing support services to victims of crime
- Ensure that all services provided or commissioned adhere to Article 8 of the EU Victims Directive e.g. free of charge, confidential and available whether the crime has been reported to the Police or not.

- **Community Safety Fund**

- The Community Safety Fund allocation comes from Police Main Grant.
- PCCs have the freedom and flexibility to use the grant as they see fit to support their wider crime prevention priorities. PCCs are therefore free to use CSF to invest in existing programmes if they see a benefit in doing so. However, this is a decision for individual PCCs to take locally. PCCs are also free to pool funding with local partners.
- The West Midlands Community Safety Partnership (WMCSPP) is a force wide strategic partnership comprised of key partners who have a statutory responsibility or role within community safety. The WMCSPP mirrors the local partnerships and partners include YOS, Public Health, Fire, WMCA, Local Authorities, CCG's and WMP.
- 2018/19 was a transition year, however the PCC has continued to distribute funds to local authorities to commission the projects that the seven CSPs have highlighted as critical areas of capability. The PCC will continue to fund these activities while working towards a force-wide response to the priorities agreed on by the WMCSPP. These are:
 - Preventing crime and disorder
 - Serious and organised crime
 - Supporting victims
 - Offending and reoffending
 - Substance Misuse
- The WMCSPP places a new emphasis on force wide collaboration, sharing of best practice, avoiding duplication and achieving economies of scale. Funding must be spent in-year, with any underspend being properly reported, accounted for and a spending plan for the next financial year clearly outlined.
- The majority of CSF is to be spent on frontline service delivery. Any deviance from this requires a clear rationale about how the allocation will work towards reducing crime and improving community safety in a particular locality. CSF funding cannot be used to fund statutory services or staffing posts that other partner agencies are legally required to provide.

- **External Commissioning Fund**

- This budget is supported by Police Main Grant and enables the PCC to fund activities that support the outcomes from his Police and Plan. Projects within this allocation cover a wide range of priorities, from offender management, gangs and violence, intervention and prevention including and domestic violence perpetrator programmes as well as working with communities to enhance services and maintain community contact across the West Midlands. Community groups, voluntary organisations and social enterprises are working with the OPCC to make the West Midlands an even safer place. This funding comes from Police Main Grant and is an acknowledgement that policing alone is not the only response to the reduction of crime and disorder.

- **The Active Citizens Fund:**

- Is financed from monies recovered by West Midlands Police under the **Proceeds of Crime Act (POCA) 2002** and Police Property Act which lets us confiscate or recover the proceeds of crime from a criminal. Find out more about the Proceeds of Crime Act [here](#)
- The PCC's Active Citizens Fund is available to organisations from the community and voluntary sector to support projects that help the PCC meet the priorities set out in his plan. Funding is allocated via an application process that takes place through each Neighbourhood Policing Unit, to support community engagement. All applications are signed off by the Chief Executive of the OPCC. More information on Active Citizens Fund can be found [here](#)

On 9 April 2018, the government published its [serious violence strategy](#) setting out an ambitious programme of work to respond to increases in knife crime, gun crime and homicide. Those allocations are:

- **Violence Reduction Unit Funding:**

- Violence reduction Units take a public health, multi-agency approach, bringing together police, local government, health, community leaders and other key partners to tackle violent crime and its underlying causes. They will be responsible for identifying the drivers of serious violence locally and developing a coordinated response to tackle them. The OPCC is in the process of developing the West Midlands VRU alongside partners.

All of the funds above are used by the PCC to commission specific services that are delivered outside of policing, to meet the priorities set out in his Police and Crime Plan and to respond to emerging threats. Services can be commissioned solely by the PCC or jointly with other partners. The PCC holds the Chief Executive, the Chief Finance Officer, and staff of the OPCC to account through regular meetings of the Commissioner's Grant Governance Group. In partnership Boards, the PCC is the accountable body, holding partners to account for delivery.

Governance and Performance Monitoring of Commissioned Services

All commissioned services regardless of whether they are a collaboration with another Force or a localised service delivered by a voluntary organisation are required to demonstrate how the funding provided by the PCC is making a difference and how it is adding value to the services provided to the public. Part of the oversight arrangements for all funding provided by the PCC includes the review and scrutiny of monitoring returns and performance returns. This enables queries to be identified, delivery challenged and positive outcomes identified. This information also informs future commissioning approaches.

It is also important to highlight that there may be occasions where a funding application is successful but the applicant is offered a lower amount of funding than the amount requested. If this happens, the reasons for the reduced amount will be provided in the grant offer correspondence.

The mechanisms for this governance will vary depending on the length and type of service provided. A standard but flexible approach is taken wherever possible to ensure the reporting and governing mechanisms are proportionate to the service provided and the funding amount.

Decommissioning of Services

As goods and services are commissioned, embedded into daily activity and improvements demonstrated, new services or a change of provider may be required. On some occasions the PCC may provide some funding for innovative ideas. Part of the agreement to fund these ideas will be to achieve a more permanent funding source. Where necessary, the PCC will reduce services or decommission services that are no longer needed. This ensures that finite resources are directed to the most effective services and aligned to the PCC's Plan. Before taking such a decision the PCC will consider all the information that is available to him, including the last governance and performance monitoring report. Decisions will always be taken in an open and transparent manner and published on the website.

5. Commissioning Approaches

The Commissioner uses a mixed economy of commissioning approaches which includes the following:

- Contracts with providers for goods and services
- Co-commissioning with other partner agencies
- Grant awards for specific organisations
- Grant agreements for a specific service
- Funding opportunities for organisations to bid to deliver particular projects

In determining the approach to be taken, consideration will be given to the service, project or initiative to be delivered, the funding available, the outcomes to be achieved, other similar services that may be in place and how these are being funded. This process will also include assessing the benefits, restrictions and legal requirements for both the PCC and the provider. The method chosen will be informed by the commissioning principles as set out above, service requirements and what is right for the West Midlands. We are a responsive organisation, responding to emerging threats as they arise. At times we need to respond at pace, and the different ways in which we can commission services enables us to have the ability to respond quickly, and enables the PCC to have flexibility in how services, projects or initiatives are delivered. This results in the ability to respond to specific community needs and broader West Midlands issues. The OPCC has a number of commissioning mechanisms as follows:

- **Contracts with providers for goods and services**

The PCC enters into a contract with providers for goods and services in line with the Public Contract Regulations 2015. This involves testing the market in some form, agreement to a service specification, and then entering into a contractual relationship to meet those requirements. There are a range of approaches that could be used and these will be proportionate to a number of factors including the value of the contract, length of contract and procurement frameworks that are available. This mechanism provides the greatest level of control to ensure that the goods and services provided are the most effective at the most competitive price and help deliver the priorities within the Plan.

However, it is recognised that the associated costs for using this delivery method are high. It takes longer to establish the contract and requires significant input to ensure the benefits are maximised. As such commissioned and contracted services will:

- Be used proportionately within the public sector legislation and the contract value
- Explore all alternative rates and procurement whenever possible
- Identify the required commissioning resources to meet the principles in the Commissioning Strategy and be an effective commissioner of goods and services.

Procurement procedures are undertaken in accordance with the requirements of UK Procurement law ensuring procurement and tendering is conducted in a fair, open and transparent manner, allowing for public scrutiny of all aspects of expenditure and delivery. Procurements are advertised on the national public sector supplier portal – ‘Bluelight’ and specialist media is also used where appropriate to attract bids. Award of contracts are made on the basis of quality and price (most economically advantageous offer) and not just price. The methodology for awarding contracts is clearly set out in any of the OPCC’s published tender documents and feedback is given to unsuccessful bidders in order to support transparency and equal treatment.

- **Co-commissioning**

The PCC may enter into partnership arrangements with other public sector organisations for the joint provision of services; either directly as a joint commissioner or as a contributor to a joint funding arrangement. Each partnership agreement will set out the PCC role, the necessary governance arrangements and the service requirements. Partnership agreements will only be used with other public sector organisations.

- **Grants**

The PCC is able to issue grants to reduce crime and disorder that supports the delivery of his Police and Crime Plan. Grants will be given where a project, service or action can be delivered quickly and effectively. In these circumstances, Conditions of Grant 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 progress reports. Requests for reports on how effective the PCC grant has been, will be proportionate to the service provided and the level of funding that has been allocated.

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

- To provide some one-off funding arrangements
- Where the application for funding meets a clear objective in PCC’s Police and Crime Plan
- To support the development or continuation of a strong provider network in the voluntary/community sector
- Predominately used to support community and voluntary groups where formal contracts are unsuitable and not appropriate.
- Pace

- **Trusted Relationship Provider/Grant Award to a specific provider**

This method is used by the OPCC for providers in service areas who demonstrate they are qualified to deliver the services needed. These trusted relationship providers are then able to be given access to the delivery of specialised service provision. For example, victim support organisations are accredited to provide service to victims of crime. The volume and type of support required is dependent on the individual's needs and support plan. This mechanism has been adopted by the OPCC to provide increased choice for victims of crime and provide them with the widest access to support services they wish to receive rather than a prescribed provider. In the West Midlands we have a strong provider and consortium network of victim support providers covering domestic abuse, rape and sexual abuse services and services for victims of crime.

- **Local Procurement framework**

The OPCC can buy, specifically from local voluntary and community organisations, and businesses, an approach that sits alongside the wider objectives of the PCC's commissioning activity. It aims to optimise the way in which we engage with our local suppliers in order to deliver value for money; simplify processes; raise service levels; reduce risks; and develop successful relationships. We buy a range of services and local suppliers can be valuable and flexible for the OPCC, offering not just value for money but sometimes a more tailored service catering for niche local needs. The PCC is keen to support local businesses in the hope that this will grow the local economy by spending money in an authority's own economy, it will benefit local businesses and protect local jobs. Our policy will comply with our obligations under the Public Contracts Regulations 2015, ensure our arrangements with local suppliers meet our longer term business goals, and maintain fairness in, and transparency of, our decisions.

4. **Commissioning Activity**

In terms of commissioning activity, there are a number of key contracted and granted services that are commissioned by the PCC, and within the current commissioning cycle these fall into four categories:

- a. Those which have recently been recently re-commissioned and as such are already committed in the budget over the medium term.
- b. Those which are coming to the end of the contract/grant period and are currently undergoing review, or new services are being considered.
- c. Those where reviews are planned for the future due to contracts ending in the medium/ longer term.
- d. Those projects which have been funded for a 12-month period and we have to consider sustainability
- e. This information is used to generate an ongoing schedule of review and scrutiny.