



# Commissioning Strategy

2022 – 2024

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

*Design note: Visual/photo and Insert Mayor / DMPC quote*



**Alison Lowe**  
**Deputy Mayor**  
for Policing and Crime

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## Forward

*Design note: Photos similar selection of photos as per to P&C Plan*

One of the responsibilities of 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 coproduction 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.

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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-ordinate 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. They 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 national level, including on economic recovery, the power to shape Government policy and access further funding.

*Design note: insert photo*

### 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, strengthening links such as inclusive growth and community safety and cohesion.

*Design note: insert photo*

### Police and Crime Plan 2021-24 - 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.

*Design note: insert photo of the plan front cover*

### 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 Procurement at the Combined Authority page of our website.

**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 Mayors Police and Crime Plan 2021-24 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.

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Further information and key points of our co-design events are summarised on page 14 to 17 - Co-design approach.

## West Yorkshire

*Design note: Insert CA agreed map and Infographic for info below*

The population of West Yorkshire is 2.35 million, an increase of 125,900 (6%) from 2.23 million in 2011, and an increase of 330,000 (16%) since 1981.

In the last decade the West Yorkshire population has grown at a similar rate to the England average (6% vs 7%), and changes to the age distribution are broadly similar.

West Yorkshire has a greater share of young people compared to England overall; 18.8% are under 15 (vs 17.4% in England) and 38.4% are under 30 (vs 35.7% in England).

Out of all the Local Authorities in England, Bradford has the 4th highest proportion of under 15's (21.4%).

Within West Yorkshire, 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%).

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.

West Yorkshire has a population density of 1,159 people per km<sup>2</sup> making it the 4th most densely populated Combined Authority area; 2.7 times more densely populated than England as a whole.

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

At the time of the last Census (2011) more than 406k (18.2%) of West Yorkshires population identified as Black, Asian, Minority Ethnic.

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.

In Bradford, twice as many people identify as Asian/British Asian (26.8%) than the England average.

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



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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

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

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.

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.

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.

92% of people in West Yorkshire speak English or another UK language as their main language. Of those who don't, Panjabi, Urdu and Polish are the most commonly spoken.

## Why we commission services

The Mayors Police and Crime Plan 2021-24 has four priorities identified following extensive consultation with the public and partner organisations and analysis of risk and community safety needs across West Yorkshire.

*Design note: Visual of Priorities as per Page 7 P&C Plan*

- 1. Supporting Victims and Witnesses and Improving Criminal Justice Outcomes**
- 2. Keeping People Safe and Building Resilience**
- 3. Safer Places and Thriving Communities**
- 4. Responding to Multiple and Complex Needs**

Commissioning services is a key enabler to help achieve these priorities and 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:

*Design note: Use the P&C Plan icons for each*

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

## Commissioning Approach and 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 which 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 approach and principles are underpinned by the governance and monitoring arrangements in place for commissioning.

**Design note:** *Use of visuals requested rather than just bullet point list*

### Our Commissioning Principles

- 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 Commissioning Process

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' (Figure 1). Our cycle is fluid and is constantly flowing through each stage, no one stage of the cycle is static.



Figure 1

*Design note: new graphic in line with style guide for CA – The cycle and cycle narrative on a double page spread*

## Understand

- Stakeholder engagement
- Research, information and evidence to identify current and future needs analysis
- Map and review current provision
- Map different options to address need
- Evaluate best practice, legislation and guidance
- Lessons learned
- Agree outcomes to be achieved
- Procurement planning

We listen to local communities to understand where we are now and what we know about an issue and services delivered to meet needs. This is done through our public consultation surveys and our extensive engagement work with all communities. 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 and to ensure this forms part of our considerations including engagement with national groups and the work the Mayor and Deputy Mayor for Policing and Crime undertake to represent West Yorkshire.

Our participation in national consultation activity on the impacts for our communities ensures we are influencing and informing what needs to be delivered and how. Our aim is to understand what the current and future need is, how it is currently being

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met and could be met in the future and potential gaps where the Mayor could use resources to achieve our priorities.

### Plan

- Stakeholder engagement
- Recommendations that are evidence based
- Legal requirements
- Design / re-design services
- Identify available budgets and/or funding
- Plan for capacity and demand
- Plan the procurement or granting process
- Legal support to meet requirements

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 supports 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 supports the decisions made to secure services through a formal tender process or through a grant arrangement..

### Do

- Stakeholder engagement
- Access and use agreed budgets and/or funding
- Monitoring performance
- Data and reporting validation
- Exit plans considered
- Inform and influence

We undertake the commissioning or granting process once the budget and/or funding has been agreed to secure services and activities. 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 often must use a range of approaches to secure the right services and activities through formally procured contracts, direct grants and collaborative commissioning with partners that 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 which always includes what our required outputs, intended outcomes, terms and conditions, monitoring and payment arrangements are.

## Review

- Stakeholder engagement
- Evaluation
- Data and reporting validation
- Inform and influence strategic planning
- Inform our understanding
- Exit and de-commissioning planning, if appropriate

Our review stage feeds into the next phases of commissioning, as it is a key source of information for the planning stage 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 forms part of the continuous improvement approach. This all helps the Mayor to understand how well commissioned services and activities are supporting delivery of the Police and Crime Plan priorities and helps shape future commissioning activity.

*Design note: New page here after double spread*

## 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 through the Combined Authority procurement process or the Regional Yorkshire and Humber Procurement process.

With this option, 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, but not limited to, the following circumstances:

- To provide one-off funding arrangements

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- Where the application for funding meets a clear objective in the Mayor's Police and Crime Plan
- Predominately used to support third sector groups where formal contracts are unsuitable and not appropriate.

### Co-commissioning and Collaborations

Our strong partnership working enables opportunities to co-commission services with other Police and Crime Commissioners/Police forces or public and third sector organisations which we actively seek. 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, and depending on the service 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. By 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.

### 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 will be taken wherever possible to ensure the reporting approaches are timely, proportionate to the service and activity being provided and the funding amount, 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, and we will ensure our progress is open and transparent, reporting where we have been successful and where we still have opportunities to improve.

## 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, be supportive of the mayoral pledges and commitments to improving

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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.

### **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.

All 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

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- 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

## How we work together with others

### Engaging our communities

Our communities are an essential to ensure our approach to commissioning services and activities are meeting the need of all communities. 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 such as the Mayor and Deputy Mayor for Policing and Crime young persons' advisory group enabling direct contact with young people who are able to express their views and comments which will steer all future decisions, policy and engagement.

### Working with the Third Sector of voluntary, community and social enterprise organisations

West Yorkshires 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 providing 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.

**Design note:** Insert Overarching Policing, Crime, Community Safety and Criminal Justice Partnerships from the Police and Crime Plan pg.10 – change photo

## Budget

The Commissioning budget is split into the following strategic funding 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 relate is required to meet the Mayors responsibility to provide services for victims' of crime. Others relate 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 takes in to account local need and will be undertaken to meet the priorities in the Mayors 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 includes:

- Restorative Justice service
- Victims 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. The benefits of this approach includes improved engagement, helps focus commissioning to meet need, increases the opportunity for collaboration and encourages innovation.

## Co-design approach

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 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 discussions 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 the 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 with concerns 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 where possible our commissioning panels were fully inclusive.

Monitoring of grants was also a key issue and whilst there was recognition that some monitoring requirements were passported those engaged appreciated the support from the commissioning team who recognised the issues and challenged monitoring requirements where possible.

*“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 stats (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, private sector/business, 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 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 to support from you to do this. The WY 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 and comments around making West Yorkshire sellable, highlighting the uniqueness of 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*

### **Future opportunities to co commission**

We received a great deal of feedback in response to this question. 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 e.g., 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 especially in terms of delivering on some of the key priorities outlined in the police and crime plan. The need for multiyear 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 work by the

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Combined Authority to challenge funders around this which included the impact and organisations and also the people who worked for them.

*“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 office would help with other organisations pairing up and collaborating.

### **Understanding needs and Priorities**

To help us better understand needs and priorities we were asked to work with partners including schools, faith, 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 and support was discussed at every event along with the ongoing pilot work undertaken by the office 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, local organisations were best placed to identify solutions which would work and also identify gaps in current service provision. Again, needs assessments were discussed and there was a strong need to work with partners to reflect local needs and that commissioning needed to reflect this and not just be post code focussed.

*“The 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”*

### **Other feedback and how we can support organisations**

#### **Supporting smaller organisations**

- One of the major themes discussed was the process to apply for funding (which was often set by the home office) both the process and wait time could be resource intensive which whilst it impacted all organisations could additionally negatively impact small organisations
- 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.



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- Need to help organisations to capacity build – skills and systems

### Information Sharing

- 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 re commissioning we needed to think about our processes and ensure that we passed on any support and learning. Could we also reflect the work already completed supported by evaluation. Allow scope to include real evaluation in work and the commission (separate to the organisation delivering the work) allows showcasing.

### 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 eighteen’s as then transitioned into adult support.

### Actions requested

A number of suggested actions were also identified throughout the engagement which included:

- Mapping who gets all our money and who are our partners
- Ensure communication is simple, clear and we can use multiple platforms engage with people by name (are we talking to the right person in the organisation)
- Evaluation panels with those with lived experience
- Create a commissioning network group
- Host market network events
- Define what we mean by “co design and co commissioning”
- Look at establishing volunteer commissioning engagement champions in each district
- Ensuring updates are communicated regularly via email and social media posts.
- Producing and publish a commissioning newsletter.

## Thank you

We would like to thank all of 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.

1. Alpha Housing Calderdale
2. Anah Project Ltd
3. Barnardo's North Region
4. Behind Closed Doors
5. Bradford Council
6. Bradford People First
7. Bradford Rape Crisis
8. Calderdale Council
9. Change Grow Live (Leeds)
10. CNET
11. CST
12. Empath Action CIC
13. Empower CIC
14. Family Action
15. Family Fit Yorkshire CIC
16. GASPED
17. HTAFC Foundation
18. Inspire North
19. Invictus Wellbeing
20. JAMES
21. Joanna Project
22. KCRASAC
23. Kirklees Council
24. Leeds City Council
25. Leeds Domestic Violence Service
26. Leeds Jewish Representative Council
27. Leeds YJS
28. Leeds Youth Service
29. Local Services 2 U
30. Mary Magdalene CiC
31. Nova Wakefield
32. Pennine Domestic Abuse
33. Policing & Crime, West Yorkshire Combined Authority
34. Probation Service
35. Reestablish
36. Restorative Solutions
37. Rosalie Ryrie Foundation Ltd
38. Spectrum People
39. Star Bereavement
40. Staying Put
41. Support After Rape and Sexual Violence Leeds
42. Support to Recovery (S2R)
43. Survivors West Yorkshire
44. Tender Education and Arts.
45. The Bridge Project
46. The Youth Association
47. Together Women
48. Training Cave
49. User Voice
50. Victim Support
51. Violence Reduction Unit
52. Voluntary Action Leeds
53. Wakefield Council
54. Wakefield Council
55. West Yorkshire Liaison and Diversion
56. West Yorkshire Police
57. WMOC

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- 58. Women Centre
- 59. Yorkshire Children's Centre
- 60. YorkshireMentor



**Tracy Brabin**  
**Mayor**  
of West Yorkshire

## Find out more

[westyorks-ca.gov.uk](http://westyorks-ca.gov.uk)

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All information correct at time of writing