

# COMMISSIONING STRATEGY

**DONNA JONES**  
**HAMPSHIRE AND ISLE OF WIGHT**  
**2024-28**

DONNA JONES

**POLICE & CRIME  
COMMISSIONER**

HAMPSHIRE & ISLE OF WIGHT





## Contents

|   |           |
|---|-----------|
| Commissioner's Foreword .....                 | 1         |
| Introduction.....                             | 2         |
| Vision.....                                   | 4         |
| Commissioning Principles.....                 | 5         |
| <b>Commissioning Priorities .....</b>         | <b>6</b>  |
| Deliver on the Police and Crime Plan.....     | 9         |
| Provide quality support for all victims ..... | 10        |
| Support those who cause harm.....             | 13        |
| Preventing harm.....                          | 14        |
| Income generation .....                       | 17        |
| <b>Commissioning process .....</b>            | <b>18</b> |
| Commissioning cycle.....                      | 18        |
| Contracts and grants.....                     | 20        |
| Market engagement and development.....        | 21        |
| Outcome and performance monitoring .....      | 21        |
| <b>Funding streams .....</b>                  | <b>22</b> |
| Funding Sources.....                          | 22        |
| Expenditure .....                             | 23        |
| Commissioning structure .....                 | 25        |
| Conclusion .....                              | 25        |



## Commissioner's Foreword

As the Police and Crime Commissioner for Hampshire and Isle of Wight, I am proud to present our Commissioning Strategy for 2024-2028. This document outlines our commitment to delivering high-quality services that support victims, reduce reoffending, and prevent harm within our communities.

Our vision is clear: to create safer communities where individuals feel protected and supported. This strategy is a testament to our dedication to working collaboratively with partners, utilising data-driven approaches, and ensuring transparency and accountability in all our commissioning activities.

We recognise the importance of providing comprehensive support for all victims of crime, regardless of whether they have reported the incident to the police. Our Victim Care Hub and specialist support services are designed to offer tailored assistance to those in need, helping them to cope and recover from their experiences.

Equally, we are committed to supporting those who cause harm to change their behaviour. By implementing effective interventions and rehabilitation programmes, we aim to reduce reoffending and promote positive societal reintegration.

Preventing harm before it occurs is a cornerstone of our strategy. Through proactive engagement and early intervention initiatives, we strive to address the root causes of crime and build resilient communities.

Income generation is also a key focus, ensuring the sustainability of our services through diverse funding streams, including government grants, charitable funding, and partnerships with local businesses.

This strategy is not just a plan; it is a promise to our communities. We will continue to listen, adapt, and innovate to meet the evolving needs of those we serve. Together, we can achieve our vision of safer, stronger communities.



**Donna Jones**  
Police and Crime Commissioner, Hampshire & Isle of Wight



# Introduction

Commissioning involves the identification and assessment of need, planning, coordination, and oversight of projects and services through performance monitoring to achieve specific outcomes. This Commissioning Strategy (2024-2028) provides a framework that outlines the Commissioning Team's vision, principles, priorities, processes, and funding streams.

Within the Office of the Police and Crime Commissioner (OPCC), the Commissioning Team is tasked with commissioning services and projects that support the Commissioner to achieve the priorities set out in the Police and Crime Plan. For the 2024-2028 term, these priorities include:

- Police Visibility and Engagement
- Business and Retail Crime
- Crime in Rural Areas
- Road Safety
- Serious Violence
- Anti-Social Behaviour

This strategy also considers the Strategic Policing Requirement (SPR), which outlines the Home Secretary's view of national threats and the policing capabilities needed to counter them. The SPR identifies key threats such as Violence Against Women and Girls (VAWG), serious and organised crime, and child sexual abuse. By addressing these priorities, services will be commissioned to meet national issues as well as local needs.

Additionally, this strategy is also informed by the Serious Violence Duty, which requires agencies to work together to prevent and reduce serious violence, and the Duty to Collaborate, which requires Police and Crime Commissioners, Local Authorities and Integrated Care Boards to work together to improve the efficiency and effectiveness of victim support provisions. This Commissioning Strategy will embed these duties to ensure the prioritisation of multi-agency collaboration, early intervention, and the well-being of victims throughout commissioning decisions.

By integrating these local priorities, national requirements, and strategies, the Commissioning Team, through this Commissioning Strategy, aims to deliver services that not only address local needs but also contribute to the broader national agenda of creating safer, more resilient communities.







## Vision

“To deliver services that proactively prevent harm and improve the well-being of victims and our communities.”

## Commissioning principles

1. We will work in partnership, collaborating to achieve the best outcomes for communities.
2. We will be responsible in our use of public money, and be accountable and transparent about the financial decisions made.
3. We will ensure that we work both with and for our communities, keeping the individual at the centre of everything we do.
4. We will utilise data and evidence to identify the need for services and projects, which will also inform service design and delivery.
5. We will be transparent throughout the commissioning process, to ensure accountability, continuous development of service provision, and improved public confidence.
6. We will guarantee that equality, diversity, and inclusion are central to the commissioning process, ensuring the services we commission are accessible to our communities.
7. We will recognise the impact of the life experiences of those we support and aim to reduce the potential for additional harm.
8. We will act with integrity, respectfully challenging injustices to ensure we achieve the best outcomes.



# Commissioning priorities

- **Deliver on the PCP Commissioning Commitments:**  
Aligning all commissioning activities with the strategic priorities and commitments outlined in the Police and Crime Plan.
- **Provide Quality Support for All Victims:**  
Ensuring comprehensive support for victims of crime through services like the Victim Care Hub and specialist support for specific offences.
- **Support Those Who Cause Harm to Change Their Behaviour:**  
Implementing interventions and programmes aimed at reducing reoffending and supporting rehabilitation.
- **Prevent Harm from Occurring in the First Place:**  
Proactively engaging in crime prevention strategies to enhance community safety and reduce the incidence of crime.
- **Income Generation:**  
Developing a sustainable income generation strategy through government grants, charitable funding, and partnerships with local businesses.





# Deliver on the Police and Crime Plan Commissioning Commitments

Police and Crime Commissioners (PCCs) are legally required to develop a PCP under Sections 5 and 7 of the Police Reform and Social Responsibility Act (PRSR) (2011). This plan is formulated after a period of public consultation and covers the duration of the PCC's term in office. The newly released PCP outlines the strategic direction and priorities for both the OPCC and Hampshire and Isle of Wight Constabulary for the 2024-2028 period.

While the Commissioning Team has a number of deliverables under the PCP, the five key responsibilities for the Commissioning Team are:

- Offer support to all victims of crime through the Victim Care Hub regardless of whether or not a report is made to police, and regardless of how much time may have passed.
- Commission services and provide grants to secure crime and disorder reduction; this includes supporting vulnerable people, victims of crime, and interventions which reduce offending and reoffending.

- Fund Restorative Justice services.
- Provide or arrange for the provision of services specified by the Secretary of State.
- Bring extra resources into Hampshire and the Isle of Wight by seizing opportunities to bid for funding as they arise, for example through the Ministry of Justice and the Home Office.

This Commissioning Strategy has been developed to align with the PCP priorities. It is the Commissioning Team's ambition that by prioritising quality support for all victims, support for those who cause harm to change their behaviours, preventing harm from occurring in the first place, and income generation, the commissioning practices that occur within the current term will ensure delivery against the PCP priorities.



## Provide quality support for all victims

At the core of every organisation within the criminal justice system are individuals who have been harmed by crime. Providing quality support for all victims is a priority for the Commissioning Team, including victims of all ages and those affected by crime, whether reported to the police or not. For the purpose of this document, victims are defined using the National Crime Recording Standards definition.

The PCC has a statutory responsibility to support victims as outlined by the PRSR Act (2011) and the Victims and Prisoners Act (2024). These statutory responsibilities include the requirement for the PCC to commission general and specialist support services both independently and collaboratively. This is further supported by the Code of Practice for Victims of Crime (2015) which includes the right for victims to be referred to support services and to have services tailored to their needs.

To provide quality support for all victims of crime during the current PCC term, the Commissioning Team will focus on:

- **The Victim Care Hub:** Launched in February 2024 the Victim Care Hub, delivered by commissioned service support staff within the police estate, offers victims of all ages information, updates, and emotional and practical support to help them cope and recover. The service is accessible to victims of recent and non-recent

offences, regardless of whether the offence has been reported to the police, and is a multi-crime support service.

- **Specialist Support Services:** Victims of certain offences, such as domestic abuse, stalking, and sexual crime, often require specialised support. The Commissioning Team is dedicated to using a range of grants and contracts to ensure these victims receive tailored support, including access to independent advocates and therapeutic services. Where appropriate these will be all age services, and support victims of recent and non-recent offences, regardless of whether the offence has been reported to the police.
- **Restorative Justice Services:** Restorative Justice uses a victim-centred approach to empower victims and communities to directly engage with those responsible for the offence, providing a platform to ask questions and express the impact of crime. The OPCC has commissioned Restorative Justice Services since 2015. The current contract covers April 2023 to March 2026, and has an optional two-year extension period.





## Support those who cause harm to change their behaviour

In the 2022 calendar year, 2,307 individuals in Hampshire and the Isle of Wight committed 9,684 police recorded offences, demonstrating the significant impact of repeat offending on community safety and resources. By prioritising rehabilitation and support for those who have caused harm, the Commissioning Team aims to reduce recidivism, support societal reintegration, and decrease victimisation.

PCCs have a statutory responsibility to ensure police forces manage offenders efficiently and effectively, collaborating with other criminal justice agencies to coordinate approaches to offender management, and commission services to reduce reoffending and support rehabilitation. While supporting those who cause harm to change their behaviour during the current PCC term, the Commissioning Team will focus on:

- **Out of Court Resolutions (OOCR) Interventions:** OOCRs are formal outcomes used by police to address lower-level and first-time offences in a proportionate and rehabilitative manner, without court proceedings. These interventions tackle the root causes of harmful behaviour and encourage positive change. By providing tailored support and accountability outside the court system, they reduce reoffending and promote constructive justice. The Commissioning Team commissions several OOCR interventions for use by HIOWC to help those who cause

harm change their behaviours.

- **Behaviour Change Programmes:** Behaviour change programmes for those without formal police outcomes are crucial for supporting individuals in changing harmful behaviours. These programmes offer early intervention, addressing root causes before they escalate. By providing tailored support and guidance, they help individuals develop healthier coping mechanisms and decision-making skills. Commissioning these behaviour change programmes ensures a proactive approach to reduce future offences and promote both rehabilitation and reintegration into the community.
- **Support for Those in and Leaving Custody Settings:** The Commissioning Team are committed to commissioning services that provide specialist support for those in and leaving custody settings to ensure they are able to access the right support services during these times. The Commissioning Team will utilise a range of services to support those in police custody, as well as those leaving prison settings to access support services that address their needs and support them to reduce their use of harmful behaviours.



# Prevent harm from occurring in the first place

Preventing harm before it occurs is a fundamental priority for the OPCC. This proactive approach not only enhances community safety but also fosters trust and cooperation between the police and the public. By focusing on prevention, the OPCC can reduce the incidence of crime, minimise the impact of criminal activities, and promote a safer, more resilient community.

There are several key government strategies and pieces of legislation that affect the OPCC and provide a robust foundation for PCCs to prioritise crime prevention and enhance community safety. This includes the PRSR Act (2011), The Serious Violence Strategy (2018) and the Prevention and Reduction of Serious Violence Regulations (2022).

Additionally, preventing crime is often more cost-effective than responding to incidents after they occur. By investing in preventive measures, OPCCs can reduce the financial burden associated with crime investigation, prosecution, and incarceration.

During the current PCC term, in order to prevent harm before it occurs in the first place, the Commissioning Team will focus on:

- **Street-Based Engagement:** Street-based engagement can effectively prevent harm by fostering direct interactions between community

members and support organisations, building trust and cooperation. This proactive presence allows support workers to identify and address potential issues early, deterring crime and empowering residents by targeting specific community concerns.

- **Early Intervention:** Early intervention projects for young and vulnerable individuals are vital in preventing harm. These initiatives, including educational engagement, mentoring, youth group work, and sports, provide structured support and positive role models. They address root causes of criminal behaviour, such as social exclusion and lack of opportunities, reducing the likelihood of offending and promoting well-being.
- **Breaking Generational Trauma:** Addressing generational trauma is crucial for preventing harm. Trauma from adverse childhood experiences can perpetuate harmful behaviour and victimisation. Therapeutic interventions, restorative justice practices, and support programmes help individuals develop healthier coping mechanisms, breaking the cycle of trauma and reducing the likelihood of future harm.







## Income generation

Effective income generation is crucial for the sustainability and expansion of the services commissioned by the OPCC. By leveraging a mix of government grants, charitable funding, and proactive engagement with local businesses, the OPCC aims to create a sustainable and diversified income generation strategy. This approach ensures that we can continue to commission high-quality services that meet the needs of our communities. In the current PCC term, income generation will be supported by:

- **Government Grants and Funding:** The Commissioning Team actively pursues various government grants and funding opportunities. This includes applications for central government funding programmes designed to support community safety, crime prevention, and victim support services. By staying informed about new and existing funding streams, we aim to maximise the financial resources available to enhance our commissioned services.
- **Charities and Community Foundations:** In addition to government funding, the Commissioning Team will seek financial support from charitable organisations and local community foundations. These entities often provide grants for initiatives that align with the PCC's strategic priorities, such as reducing reoffending, supporting victims of crime, and promoting community cohesion. Collaborating with these organisations not only diversifies our income sources but also strengthens community partnerships.
- **Proactive Income Generation with Local Businesses:** Recognising the value of local business engagement, the Commissioning Team will aspire to proactively seek partnerships with the private sector. By fostering relationships with local businesses, we aim to secure sponsorships, donations, and in-kind support for our programmes. These partnerships can provide additional resources and innovative solutions to address community safety challenges.



# Commissioning Process

## Commissioning cycle

When commissioning services, the Commissioning Team follows the process highlighted by the Commissioning Cycle.

### Step 1. Analyse

During the Analyse phase of the commissioning cycle, the Commissioning Team will develop a clear evidence of need, recognise the outcomes to be achieved by the commissioning process, and identify the available resources.

### Step 2. Plan

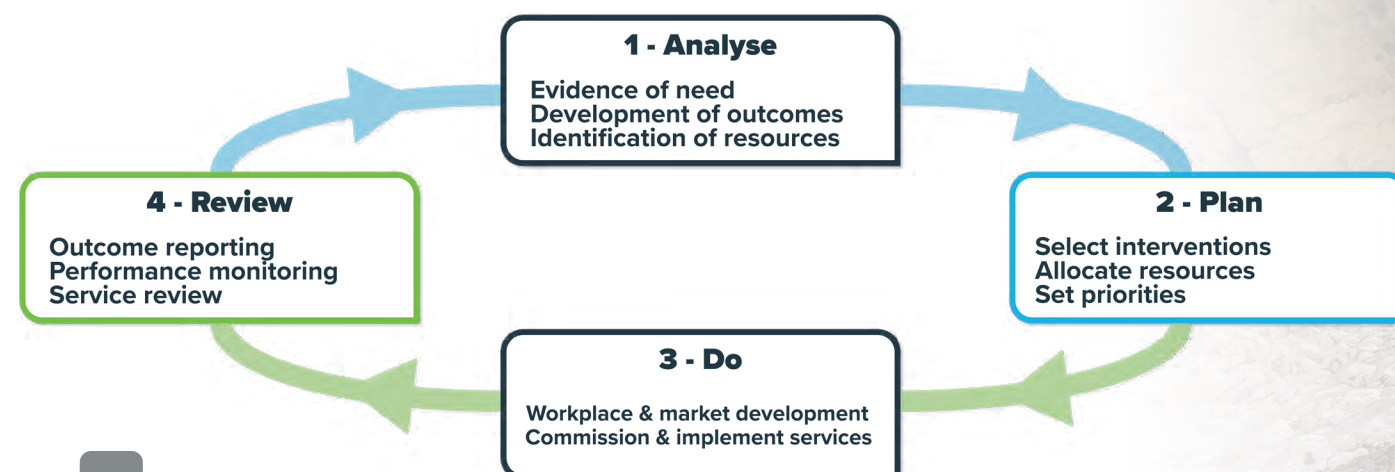
Within the Plan phase the Commissioning Team will select interventions, allocate resources, and set priorities and directions for change.

### Step 3. Do

During the Do phase of the commissioning cycle the Commissioning Team will transparently commission and implement new approaches, support workplace and market development, and ensure the dependability to models.

### Step 4. Review

Within the Review phase of the commissioning cycle the Commissioning Team will monitor and review services and processes. Within this the Commissioning Team aims to ensure proportionate outcome reporting and performance monitoring.





## I Contracts and Grants

The OPCC employs a range of contracts and grants to commission services and projects. Although grants and contracts share some similarities, they have distinct characteristics and serve different purposes. When commissioning services, the Commissioning Team will use the following definitions to decide whether a grant or contract is the most suitable funding mechanism.

### Contracts

A contract is utilised when a department procures goods or services to achieve specific outputs, particularly for core services, such as victim services, where security and stability are paramount. Contracts are established through formal, rigorous, and open procurement and tender processes in accordance with the guidelines and requirements set forth by the Procurement Act 2023, which came into effect on 24 February 2025, replacing the Public Contracts Regulations (2015). They usually include clearly defined deliverables and performance metrics, ensuring higher levels of accountability and providing remedies for non-performance. This makes them appropriate for core services which the PCC wants to ensure are available.

### Grants

A grant is a financial award given to a recipient to achieve identified outcomes, policies, or public interest needs, and is managed through a grant agreement. They generally offer more flexibility in relation to how the funds are utilised, occur over a shorter timeframe, and are less rigorous in terms of delivery, provided they meet the intended outcomes. This makes them more appropriate for smaller voluntary organisations providing local services. Additionally, grants enable the OPCC to respond to emerging needs effectively.

## I Market engagement and development

While commissioning, consideration has been made in relation to how organisations and services are able to access funding. This is specifically in relation to the resources and capacity of smaller and by-and-for organisations who may face subsequent difficulties in relation to securing funding.

The OPCC has a responsibility to ensure accessibility and build local capacity. This involves creating transparent and straightforward funding processes, as well as providing guidance and support to smaller organisations. The Commissioning Team will be adopting several methods to achieve this including offering capacity-building workshops, implementing feedback mechanisms following grant applications, and facilitating partnerships between larger and smaller organisations. This is supported by the development of a Funding Network, enabling approved organisations to more easily access these development opportunities.

## I Outcome and performance monitoring

The Commissioning Team believes that the commissioning process continues beyond the awarding of a contract or grant to a service provider. Throughout the contract or grant period, the designated contract or grant manager will regularly monitor performance to ensure the service's impact is demonstrable. This ongoing management ensures that commissioned services meet objectives, operate efficiently, and can adapt to emerging needs or challenges. Additionally, it allows for the identification and sharing of best practice and lessons learned, promoting continuous service improvement, value for money, and the best outcomes for service users. The frequency of this monitoring will depend on the specific service but will be proportionate to its size and funding level. Performance monitoring may include:

- Data returns on activities related to Key Performance Indicators (KPIs), service user engagement, and outcomes.
- Written reports providing narrative explanations of the data returns.
- Case studies demonstrating the service's impact on individual users.



# Funding streams

## Funding sources

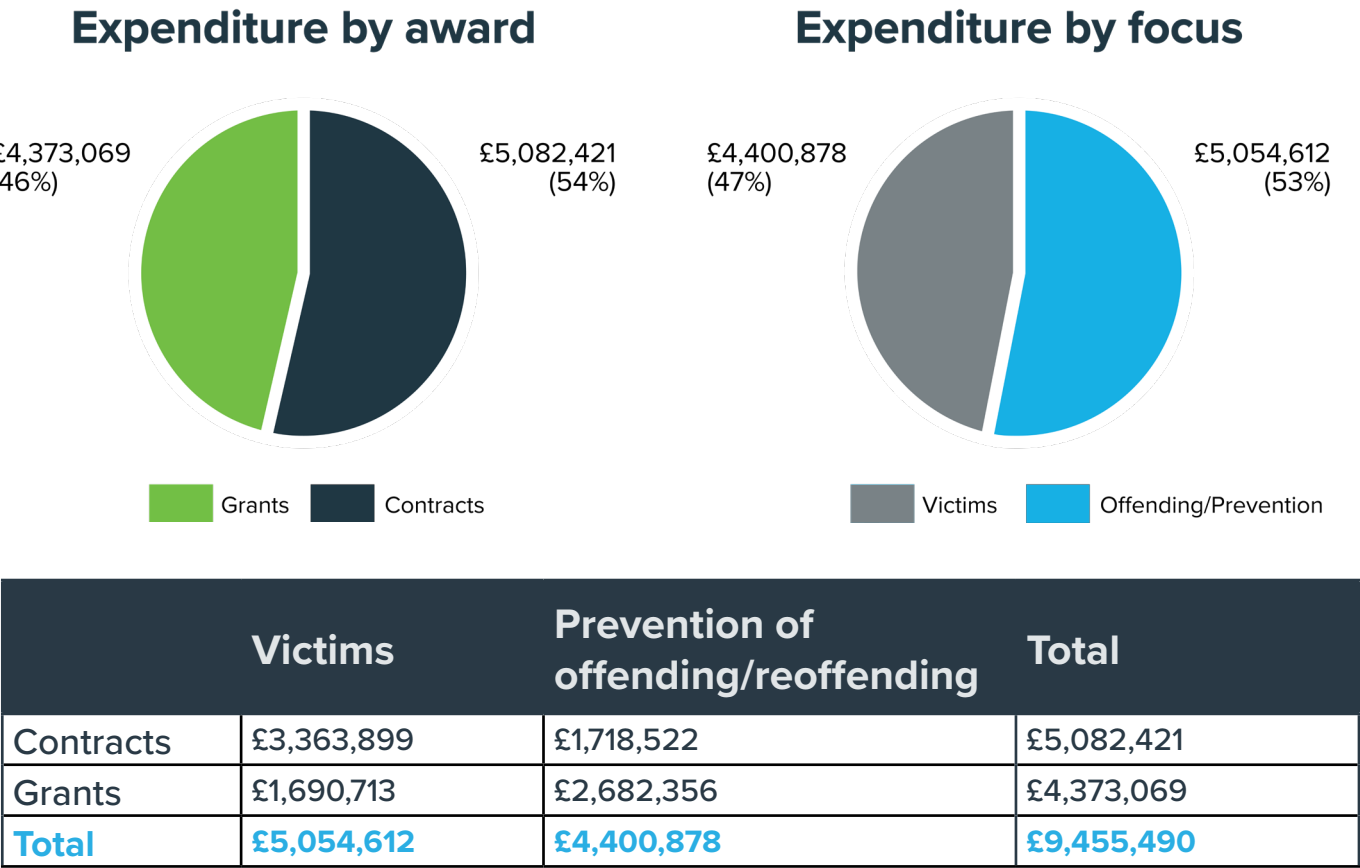
Income generation fluctuates annually due to various factors, primarily changes in additional funding from central government. As noted in the Commissioning Priorities section, the Commissioning Team will actively seek new income generation methods to boost revenue for commissioning services. The data below highlights the funding sources the Commissioning Team received in the 2024/25 financial year.

| Government Department | Grant  | Funding Received |
|-----------------------|--|------------------|
| Ministry of Justice   | Formula Grant  | £2,315,715.05    |
|                       | Sexual Crime Therapeutic Services  | £706,828.55      |
|                       | Domestic Abuse & Sexual Violence, and Independent Domestic Violence Advocate/Independent Sexual Violence Advocate Uplift | £1,994,136.46    |
|                       |  |                  |
| Home Office           | VRU  | £1,047,170.00    |
|                       | Domestic Abuse Stalking Perpetrator  | £532,348.00      |
|                       | Serious Violence Duty  | £251,266.90      |
|                       | Safer Streets  | £354,856.93      |
| Total                 |  | £7,202,321.89    |

Alongside the above, in 2024/25 the Commissioning Team also received funding from the Commissioner’s Budget (comprised of funding from the Police Grant and the Council Tax Precept), the Drugs Confiscation Fund, and funding from local partners when commissioning in partnership.

## Expenditure

The Commissioning Team’s exact expenditure fluctuates annually due to the start and end of various contracts and grants. These annual changes in expenditure will be detailed in the annual reports. The data below outlines the Commissioning Team’s expenditure for the 2024/25 financial year.

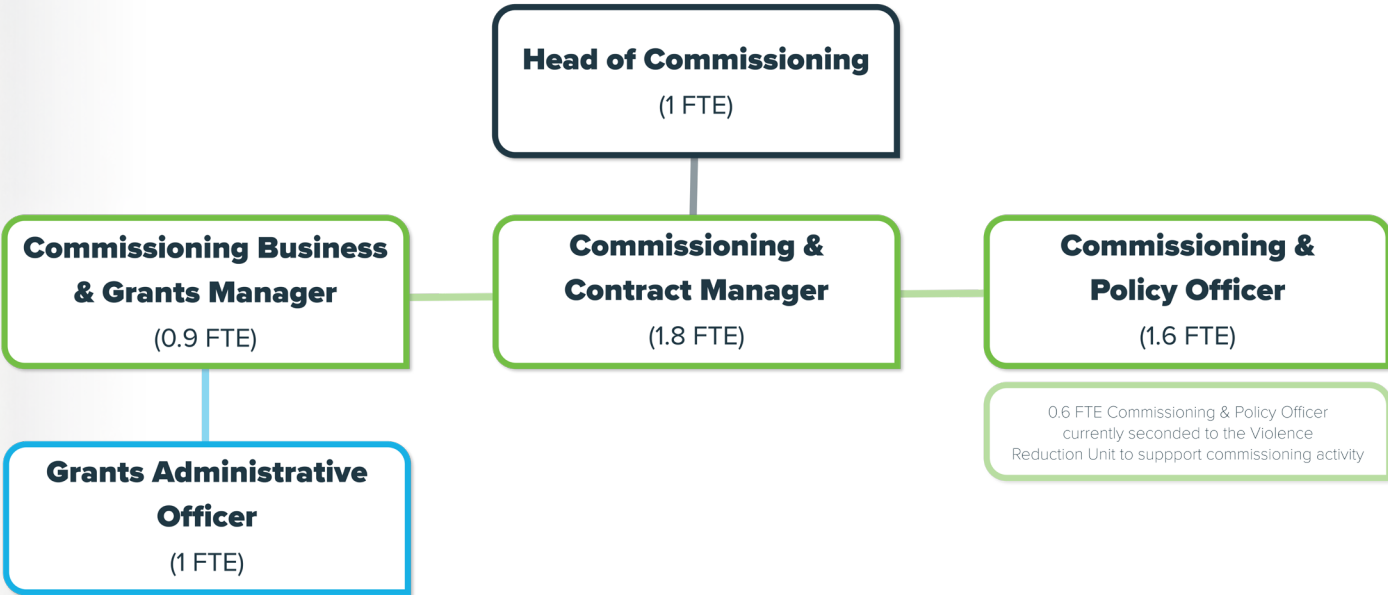






# Commissioning structure

The Commissioning Team consists of seven staff members, or 6.3 full time equivalents (FTE).



## Conclusion

The Commissioning Strategy for 2024-2028 outlines a clear and ambitious roadmap for enhancing community safety, supporting victims, and reducing reoffending. By adhering to core principles of partnership, accountability, and transparency, the Commissioning Team is committed to delivering high-quality services that meet the evolving needs of communities.

The focus on providing comprehensive support for all victims, implementing effective interventions for those who cause harm, and proactively preventing crime underscores the dedication to creating safer, stronger communities. Income generation remains a critical component of the strategy, enabling the Commissioning Team to diversify funding sources and ensure the longevity of services. By leveraging government grants, charitable funding, and partnerships with local businesses, a robust financial foundation is being built to support the mission.

The strategic priorities outlined in this document reflect a commitment to aligning with the Police and Crime Plan and ensuring that commissioning activities are both impactful and sustainable.

As the Commissioning Team moves forward, we will continue to listen, adapt, and innovate, ensuring that commissioning practices remain responsive to the needs of service users.