

**ORIGINATOR:** DEPUTY CHIEF  
EXECUTIVE

**DECISION NUMBER:** 8-2018

**REASON FOR SUBMISSION:** FOR DECISION

**SUBMITTED TO:** POLICE AND CRIME COMMISSIONER

**SUBJECT:** VICTIMS' ASSESSMENT AND REFERRAL SERVICES

**SUMMARY:**

1. With effect from April 2015 Police and Crime Commissioners have been responsible for ensuring that a victim's assessment and referral service is in place to support victims of crime.
2. In March 2015 approval was given to enter into a contractual arrangement with Victim Support for the provision of these services via a call-off contract. The duration of the contract was three years with an option to extend. The three year contract period expires on 31 March 2018 and this paper sets out the recommended arrangements to take place with effect from 1 April 2018.

**RECOMMENDATION:**

1. It is recommended that the current contract be extended for a further twelve months from 1 April 2018 on the basis set out in the paper.

**APPROVAL BY: PCC**

The recommendation set out is agreed.

**Signature**

*Tina Parnmore*

**Date**

*9<sup>th</sup> March  
2018*

## **DETAIL OF THE SUBMISSION**

### **1. KEY ISSUES FOR CONSIDERATION**

- 1.1 The current victims' assessment and referral service, operated by Victim Support, was introduced on 1 April 2015.
- 1.2 The decision to enter into the contractual arrangement was made on 16 March 2015 (see Decision Paper 23-2015 attached as Appendix 1), the effect of which was that the OPCCs for the Eastern Region (excluding Cambridgeshire) entered into an arrangement to call-off from a framework agreement entered into by Surrey, Sussex and Thames Valley (SSTV) PCCs.
- 1.3 The duration of the call-off contract was 3 years with the option to extend by two twelve months' increments. The three year period expires on 31 March 2018 and accordingly there has been a need to consider the arrangements which will take place with effect from 1 April 2018.
- 1.4 Suffolk OPCC and Norfolk OPCC agreed to enter into discussions regarding the future of victims' assessment and referral services in Norfolk and Suffolk. As a result it was agreed between the Norfolk and Suffolk OPCCs that they would commission a joint victim care service with effect from 1 April 2018. Paper NS 17/10 (attached as Appendix 2), prepared for the Norfolk and Suffolk PCC's in December 2017, provides the rationale and further detail in relation to the development of the joint service.
- 1.5 Since that time both OPCCs have been working together to develop the plans for the refreshed service which will come into effect on 1 April 2018.
- 1.6 The Framework Agreement will now come to an end in March 2019, as SSTV have decided to terminate the Framework Agreement at that point. This means that the call-off contract may only be extended by one year. Should a further year of the service be required beyond March 2019 a further arrangement will need to be considered with Victim Support through a grant agreement.

### **2. FINANCIAL IMPLICATIONS**

- 2.1 The cost of the new service will be confined to the budget envelope of the current service, and will not exceed that amount unless specifically agreed. These costs are already provided for in the PCC's Corporate Budget.

### **3 OTHER IMPLICATIONS AND RISK**

- 3.1 The current service, to be known as Norfolk and Suffolk Victim Care, will be reconfigured and delivered via a local Norfolk and Suffolk delivery hub. The effectiveness of the service will rely on the automatic transfer of personal details of all victims from Suffolk Constabulary to Norfolk and Suffolk Victim Care (known as the automated data transfer). Should the automated data transfer not take place the service will be unable to deliver the contracted service. This will not only result in poor value for money but will also mean that there is a risk that the PCC may fail to comply with the Code of Practice for Victims of Crime, and with the E.U Directive relating to services for victims of crime. This risk has been added to the PCC's Risk Register to ensure that there is cognisance of the risk and plans in place to mitigate the risk. The actions agreed to mitigate the risks have been agreed as follows:

- A Constabulary Requirements Plan has been produced which sets out the actions that the Constabulary need to take to ensure that it is able to fulfil the requirements of it.
- The Constabulary Requirements Plan has been forwarded to the Chief Constable for the Constabulary to address.
- The issue has been discussed with the Chief Constable and the Head of the Criminal Justice Department has been designated as the Constabulary's lead to ensure the actions are fulfilled.
- Progress is being monitored by the Victims' Hub Executive Meeting and the Victims' Hub Project Board meetings.
- The position will be reviewed at each meeting of the Executive Meeting and the Project Board meeting.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	The Chief Executive is aware of the issues within this paper and has provided advice on a needs basis.
Has the PCC's Chief Finance Officer been consulted?	The Chief Finance Officer is aware of the issues within this paper and has provided advice on a needs basis.
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	The PCC's Communications Manager is aware of developments and will be consulted regarding the introduction of the new service.
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes – via the Project Governance Structure.

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to the PCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the (add decision-maker's title e.g. the PCC).

**Signature:**

A handwritten signature in black ink, consisting of a large, stylized initial 'B' followed by a series of loops and a long horizontal stroke extending to the right.

**Date** 9 March 2018





**ORIGINATOR: CHIEF EXECUTIVE**

**DECISION NUMBER: 23 - 2015.**

**REASON FOR SUBMISSION: FOR DECISION**

**SUBMITTED TO: POLICE AND CRIME COMMISSIONER**

**SUBJECT: VICTIMS REFERRAL AND ASSESSMENT SERVICE**

**SUMMARY:**

1. From April 2015 Police and Crime Commissioners must have in place a victim's referral and assessment service. This paper summarises the steps taken to date to ensure that the Police and Crime Commissioner for Suffolk has a victim's referral and assessment service in place.
2. Approval is sought to the completion of the contractual formalities to ensure the appropriate arrangements are in place with effect from 1 April 2015.

**RECOMMENDATION:**

1. It is recommended that the Chief Executive be authorised to execute the contractual and other associated documentation to progress the introduction of a victim's referral and assessment service as outlined in this paper with effect from 1 April 2015.

**APPROVAL BY: PCC**

The recommendation set out above is agreed.

**Signature**

*Tain Parnmore*

**Date** 16/03/2015





## DETAIL OF THE SUBMISSION

### 1. BACKGROUND:

- 1.1 From April 2015, all PCCs must have in place a victims' referral and assessment service/s, commissioned through their victims funding.
- 1.2 Over the past 12 months, the Eastern Region PCCs have been exploring opportunities to commission a service across the region. The PCCs commissioned TONIC to undertake an options appraisal to identify the most effective and efficient model of commissioning – whether across the region, or individually.
- 1.3 The work was led by a victims commissioning steering group, comprised of representatives from each of the Eastern Region PCC's offices (OPCC). This group reported into the Eastern Region PCC meeting each quarter.

### 2. DECISIONS:

- 2.1 In December 2014, TONIC presented the 5 PCCs (not including Cambridgeshire) with a number of options for taking forward the victims referral and assessment commissioning. For each option they presented the benefits, risks and costs. The recommended option was to commission the service through the Surrey, Sussex, Thames Valley Framework (SSTV), which had already been through a robust procurement process, with Victim Support as the successful bidder. There were clear cost benefits for this model, including the ability to innovate, develop and improve the model moving forward.
- 2.2 In early December 2014, the 5 PCCs agreed to take forward this approach. The 5 OPCCs commissioned TONIC to support the completion of this final stage with a view to ensuring that contracts are signed and that the new services are ready to deliver by 1 April 2015. Work since December has involved finalising the details of the arrangements with Victim Support (each PCC will have their own individual contract), drawing down from the SSTV Framework, agreeing an MOU between the 5 OPCCs, and finalising the performance measures.

### 3. FINANCIAL IMPLICATIONS:

- 3.1 The PCC's for the Eastern Region (excluding Cambridgeshire) have notified Victim Support that they intend to call-off from the SSTV Framework having successfully negotiated a price and specific service specification for the Eastern Region (SSTV East). As a result of the negotiations the following price for service has been agreed for Suffolk:-

- Fixed Annual Price (for 3 years)      £292,367 p.a.
- Implementation Costs                      £1500

The duration of the call-off contract will be 3 years with the option to extend by two twelve month increments. There are provisions within the call-off contract for price variation dependent upon service demand and variation as well as cost apportionment between the Eastern Region PCCs.



The annual cost for Suffolk is within a context of an annual price cost to the region (excluding Cambridgeshire) of £1,999k.

- 3.2 The cost of service provision will be met directly from a grant received from the Ministry of Justice to commission victims' services.
- 3.3 The Eastern Region PCCs have agreed to adopt an allocation method for all shared regional costs that is essentially based upon expected cost drivers with an adjustment reflecting the relative funding proportions that the PCCs receive from the Ministry of Justice.

#### **4. OTHER IMPLICATIONS AND RISKS:**

- 4.1 The PCC's Risk Register refers to the risk relating to the delivery of victim's services if a regional referral solution is not in place by 1 April 2015. The plans to have that solution in place by 1 April 2015 are in progress and the approval sought by this paper to facilitate execution of the necessary contract and associated documentation will help achieve the target date. No change to the Risk Register is suggested until the contract documentation is executed.



ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	The author is a Solicitor and the Monitoring Officer.
Has the PCC's Chief Finance Officer been consulted?	Yes.
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Not applicable.
Have human resource implications been considered?	Not applicable.
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes.
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes, there has been full discussion between the five PCC areas referred to and Victim Support.
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes.
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes.

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to the PCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the (add decision-maker's title e.g. the PCC).

Signature:



Date 16 March 2015





**ORIGINATOR: DR GAVIN THOMPSON**

**PAPER NO: NS17/10**

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL**

**SUBJECT: NORFOLK AND SUFFOLK VICTIM CARE SERVICE**

**SUMMARY:**

1. The offices of the Police and Crime Commissioners for Norfolk and Suffolk have committed to working collaboratively to provide victim assessment, referral and support services, through the current framework agreement with Victim Support but based on a new target operating model, from 1 April 2018. The outline design for the new operating model has now been finalised and the detailed service design has commenced.
2. This report provides an overview of the current status of the project and key milestones and targets for the next six months.

**RECOMMENDATION:**

1. Progress on redesigning the current operating model for victim assessment, referral and support services in Norfolk and Suffolk is noted.
2. The current status of the project and key milestones and targets for the next six months are noted.





## DETAIL OF THE SUBMISSION

### 1. KEY ISSUES FOR CONSIDERATION

- 1.1 The Offices of the Police and Crime Commissioners (OPCCs) for Norfolk and Suffolk have responsibility under grants from the Ministry of Justice to provide a victim assessment, referral and support service.
- 1.2 These services are currently provided by Victim Support, through a call-off contract, and based on a regional Victim Assessment and Referral Centre and local delivery teams.
- 1.3 Due to changes in commissioning intentions and priorities in the Eastern Region, the regional contract cannot be extended in its current form beyond the 31 March 2018.
- 1.4 It was agreed at the previous Collaboration Panel meeting that the OPCCs for Norfolk and Suffolk will work together and within the current framework agreement with Victim Support to develop a new target operating model for the service and implement this from 1 April 2018 onwards.
- 1.5 The service will operate for a further two years from 1<sup>st</sup> April 2018 onwards and within the current contract values for the service.
- 1.6 To date the following progress has been made...
  - ✓ A memorandum of understanding has been agreed between the Norfolk and Suffolk OPCCs and Victim Support to govern the transition to the new operating model and get binding commitment from Victim Support to operate the service for a period of two years.
  - ✓ The project initiation document (see Appendix 1) for the redesign has been agreed, setting out the parameters of the new services and the key outcomes including...
    - Victims of crime receive at least their minimum entitlements under the EU Directive and Code of Practice for Victims.
    - An integrated victim assessment, referral and support service is established that meets the individual needs of every victim it serves, including when the victim is also a witness of crime.
    - The system ensures that every victim is made fully aware of the support available to them, including that they can receive a full assessment of their needs and referral to the right support to help them to cope, recover and thrive.
    - The service utilises high quality and effective support planning and case management based on a single point of contact to deliver consistent support and advocacy to the victim Service delivery across Norfolk and Suffolk.
    - Production of timely and fully detailed monitoring and management information, sufficient to allow a properly informed assessment of its performance.



- Full integration with, where appropriate, Norfolk & Suffolk Constabularies and Court processes for victim and witness management and support.
- Services are delivered at times that fully meet the needs of victims and their circumstances.
- The service utilises adequate numbers of staff with an appropriate range of skills and responsibilities, are located in both counties, to deliver the assessment, referral and support functions outcomes required of the new operating model.
- The service makes use of volunteers who have been selected to match the demographic profile of the victim cohort, and whose personal skill sets are aligned with needs of the service.
- The model utilises software systems, protocols and procedures that allow transfer of information, as appropriate and adequate for the operation of the service, with Athena.
- The service will integrate with existing locally commissioned statutory, non-statutory and third sector specialist services in each county, for instance the Early Help Hubs in Norfolk, to enable all victim needs to be supported and met.
- Access to the service using digital channels including websites, contact management systems, social media and web communications, utilising new channels of communication with victims, best suited to their own individual needs.
- A unique brand identity, separate and distinct from the Police.
- A seamless transition from the old service to the core of the new service complete by 1st April 2018.
- ✓ Current service levels have been agreed in conjunction with the entitlements set out in the Victim's Code of Practice.
- ✓ Service levels have been analysed to establish and agree the resource levels and distribution of resources across the service as a whole and for both Norfolk and Suffolk. Victim Support has reassured the OPCCs that they are able to flex resources should there be any changes in the patterns of demand.
- ✓ The delivery model has been designed and job descriptions for posts have been drafted. Both OPCCs have been consulted and commented on the job descriptions (see Appendix 2).
- ✓ Victims Support has consulted with staff on the changes to the service.
- ✓ The working name for the service is the Norfolk and Suffolk Victim Care Service.
- ✓ A comprehensive transition and delivery plan (see Appendix 3) has been agreed with Victim Support covering the following areas...



- Governance and performance management.
- Communications, Marketing, Promotion and Engagement.
- Staff and Volunteers.
- Infrastructures and Operations.

- 1.8 **Constabularies' Requirements Plan:** The delivery of the new target operating model will require support from both constabularies and a detailed plan of requirements has been drafted (see Appendix 4). This plan describes all those things required of the Constabularies in order to complement and support the Victim Support project to redesign and implement a new victim service across the two counties, as commissioned by the respective Offices of the Police and Crime Commissioners for Norfolk and Suffolk.
- 1.9 It is proposed that the Constabulary Requirements Plan be shared with Norfolk and Suffolk Constabularies senior officer teams and leads/sponsors for the respective elements of the plan along with timescales and milestones be identified.
- 1.10 The success of the project will rely heavily on both Constabularies satisfying the requirements. Any failure on the Constabularies' part to fulfil the requirements could have a serious impact on the service, and thus on the Compliance with the Victims Code of Practice.
- 1.11 Project management: The project structure and governance arrangements are set out in Appendix 1.

## 2. FINANCIAL IMPLICATIONS

- 2.1 The costs of the revised service will be retained within the overall value of the existing individual contracts between Norfolk and Suffolk OPCCs and Victim Support under the Surrey, Sussex and Thames Valley Framework Agreement. Some minor operating costs associated with the development digital resources such as the website have also been agreed.

## 3. OTHER IMPLICATIONS AND RISKS

- 3.1 High level implications and risks are covered above.



ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No – but reference to the appropriate legislation and guidance has been made
Have the PCCs Chief Finance Officers been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	No – but consultation will be conducted through the redesign process.
Has communications advice been sought on areas of likely media interest and how they might be managed?	N/A
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

