



**ORIGINATOR: DEPUTY CHIEF
EXECUTIVE**

DECISION NO. 39 - 2014

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

**SUBJECT: AWARD OF VICTIMS' SERVICES GRANT
WAVENEY DOMESTIC VIOLENCE AND ABUSE FORUM**

SUMMARY:

In October 2014 the PCC assumed responsibility for commissioning of victims' services. The PCC's key objective is to deliver effective victims' services to all Suffolk victims of crime according to their needs and regardless of their geographic location or any other factor.

This report seeks approval for the award of a Victims' Services Grant to the Waveney Domestic Violence and Abuse Forum.

RECOMMENDATIONS:

1. That the PCC approves a grant of £20,000 for the period January 2015 to January 2016 to Waveney Domestic Violence and Abuse Forum.
2. That the grant is funded from the PCC's Victims' Services Grant Fund.

APPROVAL BY PCC

The above recommendations are approved.

Signature

Tim Parnore

Date 14/11/2014

DETAIL OF THE SUBMISSION

1 INTRODUCTION

- 1.1 In October 2014 the PCC assumed responsibility for commissioning of victims' services. The PCC's key objective is to deliver effective victims' services to all Suffolk victims of crime according to their needs and regardless of their geographic location or any other factor. The plans for commissioning of services for victims of domestic violence and abuse have therefore taken place against this backdrop. The purpose of this paper is to recommend a further grant be made to the Waveney Domestic Violence and Abuse Forum ('the Forum').

2. POLICE AND CRIME PLAN OBJECTIVES – DOMESTIC VIOLENCE AND ABUSE

- 2.1 Following the issue of the Police and Crime Plan 2013-2017 work has been on-going to develop a delivery plan to ensure that the Police and Crime Objectives and the Plan's principal themes will be achieved.
- 2.2 Within the Police and Crime Plan the PCC sets out a clear commitment to providing services that meet the needs of victims of crime and vulnerable people.
- 2.3 Since the publication of the Police and Crime Plan the PCC has engaged extensively to pursue the ambitions set out within the Plan. During these discussions the matter of provision of domestic violence and abuse services in the Waveney area, and the need to ensure continuity of services, has been the subject of some debate.

3. WAVENEY DOMESTIC VIOLENCE AND ABUSE FORUM

- 3.1 In November 2013 the PCC awarded a Crime and Disorder Reduction Grant of £12,000 to ('the Forum') for the period January 2013 to January 2014. The decision paper setting out the rationale for the grant is attached at Annex A to this paper
- 3.2 Since the grant will expire in January 2015 it is appropriate to consider whether to award a further grant to the Forum for the period January 2015 to January 2016.
- 3.3 The original grant was awarded for the purposes of retaining the Forum's part-time coordinator. Amongst other things the coordinator is responsible for the following activities:

3.3.1 Initial point of contact

The Forum provides a telephone service signposting to advice, services and information. It is understood that it deals with around 300-400 telephone calls per quarter (75-100 calls per month).

3.3.2 Training Programmes

The Forum also coordinates various training programmes.

Caring Dads Programme

The Caring Dads Programme was developed by the Forum which performed all the administration and support including leaflets, posters, insurance and the funding of the programme. The programme was delivered in partnership between Suffolk Constabulary, Norfolk and Suffolk Probation, St Johns Housing Trust and Social Services. 'Liberty' provided support for the wives and partners.

The programme aims to work with dads and have a key impact on the risk to children. Outcomes were the positive reports of fathers connecting with their children and families and helping them to understand that their behaviour was damaging not just to themselves but to their families.

Freedom Programme

The Freedom Programme is run by Liberty and takes place over 12 weeks during school term time. The programme is open to women who wish to learn about the reality of domestic violence and abuse. It is open to those who are affected by the impact of an abusive relationship, whether or not they are still with the abusive partner.

Programme aims:

- To help women understand the beliefs held by abusive men.
- To illustrate the effects of domestic violence on children.
- To assist women to recognise potential future abusers.
- To help women gain self-esteem and confidence.
- To improve the quality of their own lives.
- To introduce women to community resources such as Women's Aid, Suffolk Domestic Violence Unit etc.

The programme was very successful and in previous years there was a waiting list of over 150 women. Concerned about this the coordinator reviewed the arrangements and introduced a rolling programme which eradicated the waiting lists.

Schools Programme

The Forum provided a programme aimed at raising awareness of domestic violence and abuse as part of the schools' curriculum. Funding was secured for the programme to commence in 2013.

3.4 Monitoring

- 3.4.1 The Forum has completed the regular monitoring requirements as stipulated by the PCC and progress on the desired outcomes has been positive.

4. COMMISSIONING OF VICTIMS' SERVICES

- 4.1 In October 2014 the PCC assumed responsibility for commissioning of victims' services. The PCC's key objective is to deliver effective victims' services to all Suffolk victims of crime according to their needs and regardless of their geographic location or any other factor.
- 4.2 The transition to the commissioning of victims' services necessitated an assessment of victims' needs and determining whether current service provision meets victims' needs across the County. Accordingly an academic research study was commissioned to assess the perceptions of victims of domestic violence and their views on their experience of the criminal justice system in Suffolk.
- 4.3 The research findings will be reported in December 2014. The findings will inform the future approach to commissioning of victims services.

5. AWARD OF A VICTIMS SERVICES GRANT

- 5.1 As has been described the grant was used for the purposes of retaining the coordinator post. The cessation of the post would represent a significant detriment to the Forum and the services provided to vulnerable people in a vulnerable location.
- 5.2 The PCC will determine the longer term strategy on commissioning of victims' services following release of the research findings. In the meantime there is an argument for continuing to sustain the current service for a further twelve months to ensure that services to vulnerable victims continue to be available. It is therefore recommended that, in order to ensure continuity of services, the PCC awards a victims' services grant for the period January 2015 to January 2016.
- 5.3 Discussions with the Forum Chair have highlighted that during the previous twelve months the Forum has needed to utilise its reserve funds to sustain day-to-day work. This situation has arisen because the grant of £12,000 provided by the PCC was around £5,000 less than the grants that the Forum previously received. As a consequence the Forum's reserves are gradually reducing. Clearly if this situation continues this will place the Forum in a vulnerable situation. Accordingly it is proposed that the Forum is awarded a victims' services grant of £20,000.

6 OUTCOMES

- 6.1 In common with the PCC's policy for determining Crime and Disorder Reduction Grants, Victims Services Grants will be awarded only where there is a robust business case which clearly sets out the success criteria (e.g. intended outcomes, milestones, risks, etc.) and how the initiative for which funding is sought will deliver clear and measurable outcomes against the PCC's Police and Crime Plan objectives. The intended outputs/outcomes are set out below.

OUTPUTS/OUTCOMES

- Number of calls received
- Number of calls responded to (including an assessment of those that are not answered)
- Numbers of victims supported and how (advice/referral)
- Courses delivered
- Number of people supported through training (which courses and what outcomes)
- Number of applications for grants submitted by the Forum (including funds secured and for what purposes).
- Number of victims who had not presented to the police.
- Details of work with other partners to deliver services
- Where appropriate the completion of perception surveys by victims regarding the support provided by the Forum and the impact the service has had on aspects such as improved self confidence.

7. MISCELLANEOUS CONDITIONS OF AWARD

- 7.1 This award is a one-off award and outputs/outcomes should be delivered in the calendar year 2015.
- 7.2 Payment of the award does not confer any ongoing obligation on the PCC to make payments beyond January 2016.
- 8.3 This award may not be used for any activities other than those set out within this decision paper or as approved in writing by the PCC.

- 8.4 The funds provided under this award may not be used to purchase capital items.
- 8.5 This award is made on the condition that if the project does not proceed then the funding must be repaid to the PCC.
- 8.6 Waveney Domestic Violence and Abuse Forum must be able to demonstrate that the grant is being managed in an efficient and effective manner, and that they are actively seeking to minimise bureaucracy and streamline processes in order to deliver the best possible outcomes.
- 8.7 The Forum will invoice the PCC on a quarterly in arrears basis after which transfer of funds will be arranged. Payment will be made within 21 working days of the receipt of a payment request and must be accompanied by the appropriate monitoring information.
- 8.8 The PCC will not pay in advance of need. If the PCC reasonably believes that payment is being made in advance of need, the PCC may change the timing and/or the amount of any payments.
- 8.9 The Forum will report provide regular progress updates to the PCC including financial monitoring and outcomes of projects. An end of year report on the award of grants and outcomes shall be presented to the PCC. These updates shall be submitted on dates as specified by the PCC. An end of year financial monitoring report should be submitted to the PCC on or before 31 March 2016.
- 8.10 The PCC shall be notified as soon as reasonably practicable if an underspend is forecast and any underspend must be returned to the PCC.
- 8.11 By accepting the award from the PCC the Forum commits to acknowledge the PCC's support publicly and in all their promotional work. Any recipients of funding must display the PCC's logo in all publicity for the life of the initiative. Logo artwork can be provided upon request. Any exceptions must be agreed with the PCC.
- 8.12 The Forum shall ensure that third party recipients have adequate insurance coverage (including but not limited to public liability insurance) in place and shall provide evidence of such insurance to the PCC on request.
- 8.13 The PCC accepts no liability to the Forum or any third party recipients for any costs, claims, damage or losses, however they are incurred, except for to the extent that they arise from personal injury or death which is caused by the PCC's negligence.
- 8.14 The Forum agrees to indemnify the PCC for any costs, claims, damages or losses which arise as a result of negligence by the Forum or out of any breach of any of the conditions of award.

7. SERVICE AND FINANCIAL IMPLICATIONS

- 7.1 The award of this grant mitigates the risk of reduced services for victims of domestic violence and abuse to the most vulnerable victims in the Waveney area.

8. RISKS

- 8.1 There are no risks associated flowing from the consideration of this report.

9. RECOMMENDATIONS

9.1 It is recommended that:

9.1.1 The PCC approves a grant of £20,000 for the period January 2015 to January 2016 to Waveney Domestic Violence and Abuse Forum.

9.1.2 The grant is funded from the PCC's Victims' Services Grant Fund.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	YES
Has the PCC's Chief Finance Officer 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?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	YES

APPROVAL TO SUBMIT TO THE DECISION-MAKER

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 Police and Crime Commissioner.

Signature:

Date 14 November 2014



**ORIGINATOR: DEPUTY CHIEF
EXECUTIVE**

DECISION NO. 46-2013

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

**SUBJECT: AWARD OF CRIME AND DISORDER REDUCTION GRANT – WAVENEY
DOMESTIC VIOLENCE AND ABUSE FORUM**

SUMMARY:

- Police and Crime Commissioners are able to utilise their resources to commission services from anyone who can provide the community safety related services that they believe will contribute to their police and crime objectives. These objectives are set out in the PCC's Police and Crime Plan 2013-2017 and include preventing the damaging effects of drugs and alcohol on lives, crime levels and the night-time economy, and initiatives aimed at reducing crime or anti-social behaviour.
- Discussions have recently taken place between the PCC and Waveney Domestic Violence Forum regarding services for vulnerable victims of domestic violence and abuse in the Waveney area.
- This report seeks approval for the award of a Crime and Disorder Reduction Grant to the Waveney Domestic Violence and Abuse Forum.

RECOMMENDATIONS:

1. That the PCC approves a grant of £12,000 for the period January 2014 to January 2015 to Waveney Domestic Violence and Abuse Forum.
2. That the grant is funded from the PCC's Police and Crime Plan Reserve.

APPROVAL BY POLICE AND CRIME COMMISSIONER

The above recommendations are approved.

Signature

Tim Pannone

Date 22/11/2013

DETAIL OF THE SUBMISSION

1 INTRODUCTION

- 1.1 Police and Crime Commissioners are able to utilise their resources to commission services from anyone who can provide the community safety related services that the PCC believes will contribute to their police and crime objectives. There is no maximum or minimum amount that PCCs must spend on community safety activity and they can also pool funding if they wish.

2. POLICE AND CRIME PLAN OBJECTIVES – DOMESTIC VIOLENCE AND ABUSE

- 2.1 Following the issue of the Police and Crime Plan 2013-2017 work has been on-going to develop a delivery plan to ensure that the Police and Crime Objectives and the Plan's principal themes will be achieved.
- 2.2 Within the Police and Crime Plan the PCC sets out a clear commitment to providing services that meet the needs of victims of crime and vulnerable people. In particular the plan also sets out a commitment to tackle domestic violence and abuse:

"Domestic violence and abuse is a serious issue. It is regularly linked to substance misuse and mental health problems. It is predominantly an issue of power and control between those who are, or have been, intimate partners and family members, and can, in some cases be linked to other crimes such as ASB and substance misuse. Domestic violence and abuse includes psychological, physical, sexual, financial and emotional abuse as well as 'honour' based violence, female genital mutilation and forced marriage. Many victims are subjected to controlling, coercive or threatening behaviour, which impacts on every aspect of their lives. As a result of domestic abuse victims can suffer long term physical and mental health problems. Domestic abuse occurs in all sections of society regardless of factors such as social class, gender, ethnicity, age or income. These are complex issues. With the combined efforts of all our partners (such as local authorities, the Safer Suffolk Partnership Board, CSPs, Suffolk Domestic Violence Forum) and the VCSE sector, we will continue to tackle domestic violence and abuse to achieve long term and sustainable reductions in violence and effective provision of protective services, support, advice and training for front-line staff".

- 2.3 Since the publication of the Police and Crime Plan the PCC has engaged extensively to pursue the ambitions set out within the Plan. During these discussions the matter of provision of domestic violence and abuse services in the Waveney area, and the need to ensure continuity of services, has been the subject of some debate.
- 2.4 In October 2014 the PCC will be responsible for the commissioning of victims' services to victims of crime. The discussions regarding the provision of services to victims of domestic violence and abuse have therefore taken place against this backdrop. The proposals set out in this paper will provide funding to the Forum as an interim measure.

3. WAVENEY DOMESTIC VIOLENCE AND ABUSE FORUM

- 3.1 The forum was established over 30 years in the Waveney area. It is a registered charity and its aim is to reduce and prevent domestic abuse within the Waveney area. The forum works locally with over 40 statutory and voluntary agencies to help clients escape domestic violence and abuse. The forum promotes the importance of partnership working to prioritise the safety of adults, young people & children.

- 3.2 Given its charitable status the forum relies upon grants to support its day to day work and in recent years it's primary source of funding has been a grant which has been utilised to fund the post of coordinator and the running costs for its small premises located in the Kirkley Centre, Lowestoft. The forum also generates other income for bespoke activities from grant awarding bodies.
- 3.3 Earlier in 2013 the forum learned that it had been unsuccessful in its bid to renew its primary funding (for the coordinator post), instead receiving a small grant of £2,500 towards its running costs. The cessation of this grant would mean that the coordinator post could no longer be funded and in October 2013 members of the forum were advised that the coordinator role would cease in early 2014.
- 3.4 Given the PCC's commitment in his Police and Crime Plan to tackle domestic violence work has taken place to establish the position in respect of the service provision in Lowestoft and the Waveney area for victims of domestic violence and abuse. The research confirms the following:
- There is currently only one County Sexual Assault Referral Centre (SARC), based at Ipswich. While it is entirely normal for there to be one SARC in each county, the rural nature of Suffolk means that victims of sexual crime must undertake a long journey to the SARC in Ipswich or Norwich. In certain circumstances victims might wish to stay locally or they may not wish to attend a SARC. In such situations it is vital that victims can access suitable services locally.
 - The other main service provider, Waveney Rape and Abuse Centre, closed earlier in 2013, thus reducing the availability of services and support in the Waveney area.
 - The provision of Independent Domestic Violence Advisers¹ across Suffolk is below the recommended level. This has been identified both by Her Majesty's Inspectorate of Constabulary and a self-assessment completed by CAADA (Coordinated Action Against Domestic Abuse). Both bodies recognise that Lowestoft (alongside other areas needs greater IDVA capacity).
 - For the last two years there has been no full time dedicated IDVA presence in Lowestoft. While there is a Court IDVA provision Court IDVAs are dedicated to supporting victims through the Court/Criminal Justice process only.
 - The Lowestoft Specialist Domestic Violence Court has recently reduced its service from weekly to fortnightly.
 - We are also advised that the provision of mental health link workers in GP's surgeries has also recently been removed.

3.5 The forum provides a range of services.

3.6 Initial point of contact

The forum provides a telephone service signposting to advice, services and information. It is understood that it deals with around 300-400 telephone calls per quarter (75-100 calls per month).

3.7 Training Programmes

The forum also coordinates various training programmes.

¹ Independent Domestic Violence Advisers' primary purpose is to address the safety of 'high risk' victims and their children. Serving as a victim's main point of contact, IDVAs normally work with their clients from the point of crisis to assess the level of risk and discuss the range of suitable options and develop co-ordinated safety plans. (see CAADA 2013)

3.8 Caring Dads Programme.

3.9 The Caring Dads Programme was developed by the Forum which performed all the administration and support including leaflets, posters, insurance and the funding of the programme. The programme was delivered in partnership between Suffolk Constabulary, Norfolk and Suffolk Probation, St Johns Housing Trust and Social Services. 'Liberty' provided support for the wives and partners.

3.10 The programme aims to work with dads and have a key impact on the risk to children. Outcomes were the positive reports of fathers connecting with their children and families and helping them to understand that their behaviour was damaging not just to themselves but to their families.

3.11 There have been many positive reports of the outcomes of the programme; one from a social services professional as follows:

"The most clear evidence of positive change came from the children themselves who reported feeling happier about things in general, saying that fighting and shouting had stopped. Their views were reflected in improvements in school and reported growth in confidence and self-esteem by other professionals."

3.12 Freedom Programme

3.13 The Freedom Programme is run by Liberty and takes place over 12 weeks during school term time. The programme is open to women who wish to learn about the reality of domestic violence and abuse. It is open to those who are affected by the impact of an abusive relationship, whether or not they are still with the abusive partner.

Programme aims:

- To help women understand the beliefs held by abusive men.
- To illustrate the effects of domestic violence on children.
- To assist women to recognise potential future abusers.
- To help women gain self-esteem and confidence.
- To improve the quality of their own lives.
- To introduce women to community resources such as Women's Aid, Suffolk Domestic Violence Unit etc.

3.14 The programme was very successful and in previous years there was a waiting list of over 150 women. Concerned about this the coordinator reviewed the arrangements and introduced a rolling programme which eradicated the waiting lists.

3.15 Schools Programme

The forum has been approached by schools to provide a programme aimed at raising awareness of domestic violence and abuse as part of the schools' curriculum. Funding was secured for the programme to commence in 2013.

3.16 Multi-Agency Risk Assessment Conference (MARAC)

The forum has recently developed a presentation intended to heighten awareness of the MARAC process.

4. OTHER ISSUES

- 4.1 In October 2014 the PCC will assume responsibility for commissioning of victims' services. The PCC's key objective is to deliver effective victims' services to all Suffolk victims of crime according to their needs and regardless of their geographic location or any other factor.
- 4.2 The transition to commissioning of victims' services will necessitate conducting assessments of victims' needs and determining whether current service provision meets those needs. The question of how the PCC will award grant in the future and will be considered at that time.

5. AWARD OF A CRIME AND DISORDER REDUCTION GRANT

- 5.1 It can be seen that the cessation of the employed coordinator post would represent a significant detriment to the forum and the services it provides to vulnerable people in what is considered to be a vulnerable location. Given that the PCC will determine the longer term funding position when commissioning of victims' services commences, there is an argument for sustaining the current service until October 2014 to ensure that services to vulnerable victims continue. It is therefore recommended that, in order to ensure continuity of services, the PCC awards a crime and disorder reduction grant of up to £12,000 for the period January 2014 to January 2015.

6 OUTCOMES

- 6.1 The PCC's policy for determining Crime and Disorder Reduction Grants is that there must be a robust business case which clearly sets out the success criteria (e.g. intended outcomes, milestones, risks, etc.) and how the initiative for which funding is sought will deliver clear and measurable outcomes against the PCC's Police and Crime Plan objectives. The intended outputs/outcomes are set out below.

OUTPUTS/OUTCOMES

- Number of calls received
- Number of calls responded to (including an assessment of those that are not answered)
- Numbers of victims supported and how (advice/referral)
- Courses delivered
- Number of people supported through training (which courses and what outcomes)
- Number of applications for grants submitted by the forum (including funds secured and for what purposes).
- Number of victims who had not presented to the police.
- Details of work with other partners to deliver services
- Where appropriate the completion of perception surveys by victims regarding the support provided by the forum and the impact the service has had on aspects such as improved self confidence.

7. MISCELLANEOUS CONDITIONS OF AWARD

- 7.1 This award is a one-off award and outputs/outcomes should be delivered in the calendar year 2014.
- 7.2 Payment of the award does not confer any ongoing obligation on the PCC to make payments beyond January 2015.

- 8.3 This award may not be used for any activities other than those set out within this decision paper or as approved in writing by the PCC.
- 8.4 The funds provided under this award may not be used to purchase capital items.
- 8.5 This award is made on the condition that if the project does not proceed then the funding must be repaid to the PCC.
- 8.6 Waveney Domestic Violence and Abuse Forum must be able to demonstrate that the grant is being managed in an efficient and effective manner, and that they are actively seeking to minimise bureaucracy and streamline processes in order to deliver the best possible outcomes.
- 8.7 The forum will invoice the PCC on a quarterly in arrears basis after which transfer of funds will be arranged. Payment will be made within 21 working days of the receipt of a payment request and must be accompanied by the appropriate monitoring information.
- 8.8 The PCC will not pay in advance of need. If the PCC reasonably believes that payment is being made in advance of need, the PCC may change the timing and/or the amount of any payments.
- 8.9 Waveney Domestic Violence and Abuse Forum will report provide regular progress updates to the PCC including financial monitoring and outcomes of projects. An end of year report on the award of grants and outcomes shall be presented to the PCC. These updates shall be submitted on dates as specified by the PCC. An end of year financial monitoring report should be submitted to the PCC on or before 31 March 2015.
- 8.10 The PCC shall be notified as soon as reasonably practicable if an underspend is forecast and any underspend must be returned to the PCC.
- 8.11 By accepting the award from the PCC Waveney Domestic Violence and Abuse Forum makes a commitment to acknowledge the PCC's support publicly and must acknowledge their funding from the PCC in all their promotional work. Any recipients of funding must display the PCC's logo in all publicity for the life of the initiative. Logo artwork can be provided upon request. Any exceptions must be agreed with the PCC.
- 8.12 Waveney Domestic Violence and Abuse Forum shall ensure that third party recipients have adequate insurance coverage (including but not limited to public liability insurance) in place and shall provide evidence of such insurance to the PCC on request.
- 8.13 The PCC accepts no liability to Waveney Domestic Violence and Abuse Forum or any third party recipients for any costs, claims, damage or losses, however they are incurred, except for to the extent that they arise from personal injury or death which is caused by the PCC's negligence.
- 8.14 Waveney Domestic Violence and Abuse Forum agrees to indemnify the PCC for any costs, claims, damages or losses which arise as a result of negligence by Waveney Domestic Violence and Abuse Forum or out of any breach of any of the conditions of award.

7. SERVICE AND FINANCIAL IMPLICATIONS

- 7.1 The award of this grant mitigates the risk of reduced services for victims of domestic violence and abuse to the most vulnerable victims in the Waveney area.

8. RISKS

8.1 There are no risks associated flowing from the consideration of this report.

9. RECOMMENDATIONS

9.1 It is recommended that:

9.1.1 The PCC approves a grant of £12,000 for the period January 2014 to January 2015 to Waveney Domestic Violence and Abuse Forum.

9.1.2 The grant is funded from the PCC's Police and Crime Plan Reserve.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	YES
Has the PCC's Chief Finance Officer 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?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	YES

APPROVAL TO SUBMIT TO THE DECISION-MAKER

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 Police and Crime Commissioner.

Signature: 

Date 21 March 2013

NOT PROTECTIVELY MARKED

