

**Office of the Police and Crime Commissioner for Norfolk Commissioned Services –
Quarterly Report**

**Suggested approach from Jo Martin, Democratic Support and Scrutiny Team
Manager**

The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its commissioned services, and;
- 2) Agree what recommendations (if any) it wishes to make to the newly elected Commissioner.

1. Background

- 1.1 When it met in October 2015, the Panel considered a report that provided an overview of the range of services being commissioned by OPCCN. It set out how the services supported the delivery of the Police and Crime Plan for Norfolk, as well as demonstrating how they related to OPCCN's Commissioning Strategy. It included interim performance data (where available) for ongoing projects and final outcome data for completed projects.
- 1.2 The Panel agreed that it would be helpful to receive regular (quarterly) update reports from OPCCN, to track the performance of commissioned services in relation to the Commissioning Strategy.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to allow the Panel to consider an update report from OPCCN about its commissioned services. This is attached at **Annex 1**. It describes the short-term commissioning priorities of the newly elected Commissioner, and the development of a new Commissioning Strategy.
- 2.2 The Commissioner will attend the meeting to answer the Panel's questions and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:
 - a) The ongoing commissioning of local services for the support of victims of crime in Norfolk.
 - b) Short-term commissioning priorities.

- c) Strategic commissioning intentions, including the development of a new Commissioning Strategy.
- d) Whether funding to existing commissioned projects/partners will be reduced or ceased, and how the longer-term impact of that will be assessed.

3. Action

3.1 The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its commissioned services, and;
- 2) Agree what recommendations (if any) it wishes to make to the newly elected Commissioner.



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OPCCN Commissioning and Strategy 2016-20 Development

<p>The panel note:</p> <ul style="list-style-type: none"> • the ongoing commissioning of victims services for Norfolk in accordance with the conditions of Ministry of Justice (MOJ) funding • the short term commissioning priorities and intentions of the Police and Crime Commissioner (PCC) • a new commissioning strategy is in development, which will align to the Police and Crime Plan for 2016-20, will be presented to the next meeting of the panel. 	
1.	Background
1.1	<p>One might ask what the Office of the Police and Crime Commissioner (OPCCN) commissioning programme is to do with issues of policing and crime. Substantial taxpayer's money goes into the commissioning programme. The purposes are to protect the vulnerable from entering into offending activity in the first place and, for those that do so, to help rehabilitate them to reduce re-offending. This is an important way to free up police time to concentrate on their top priority which must be to prevent and fight crime. The second integral part of this programme is to address the needs of victims and witnesses. It is only right that in a caring society that there is an appropriate response to their needs, and this has been mandated by central government.</p>
1.2	<p>Police and Crime Commissioners (PCCs) were elected for the first time across England and Wales in November 2012 in line with the introduction of the Police and Social Reform Act 2011. Replacing Police Authorities, PCCs have significantly wider responsibilities that include commissioning services and awarding grants to support delivery of the priorities in accordance with their Police and Crime Plan.</p>
1.3	<p>Each Police and Crime Commissioner received separate funding in 2013 relating to community safety to enable them to invest in crime and disorder reduction activities. From 2014, separate funding ceased to be provided and the Police and Crime Commissioner has invested resources from the main police grant.</p>
1.4	<p>In the 2016/17 budget, £1.018m has been allocated from the main police grant to invest in extending provision for victims of crime and crime and disorder reduction activities.</p>
1.5	<p>In January 2012, the Ministry of Justice published a consultation paper entitled Getting it right for victims and witnesses, in which the then Lord Chancellor and Secretary of State for Justice set out the principles for reform, including...</p> <ul style="list-style-type: none"> • Practical and emotional support should be given to those who need it most. • Victims should receive help as and when they need it.

	<ul style="list-style-type: none"> • Services should meet the different needs of communities across the country. • Offenders should make reparation for the impact of their crimes. • The prioritisation of support for victims of serious crime, the persistently targeted and the most vulnerable. • The need for a Victim's Code. • The commissioning of services at a local level by PCCs to ensure they reflect and are responsive to local needs.
1.6	<p>By virtue of Section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014, PCCs became responsible in 2014 and 2015 respectively for the commissioning of the specialist and non-specialist services for victims of crime in their force area. This replaced the previous model where the majority of services for victims were provided at a national level by government.</p>
1.7	<p>Victim's entitlements to services are set out by EU Directive 2012/29/EU, which establishes minimum standards on the rights, support and protection of victims of crime, and The Victim's Code of Practice (VCOP). VCOP is part of the wider Government Strategy to transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate. The PCC is listed in VCOP as an organisation that has to provide services (in conjunction with the grant conditions for funding from the Ministry of Justice) to meet the following entitlements...</p> <ul style="list-style-type: none"> • An enhanced service if you are a victim of serious crime, a persistently targeted victim, or a vulnerable or intimidated victim. • A needs assessment to help work out what support you need. • Be referred to organisations supporting victims of crime. • Receive information about restorative justice and how you can take part. • Make a complaint if you do not receive the information and services you are entitled to, and to receive a full response from the relevant service provider.
1.8	<p>To support the transition to the new commissioning landscape for victim's services, the MOJ published a new commissioning framework in May 2013, which has informed the development of OPCCN commissioning policy and practice.</p>
1.9	<p>To commission victim's services, the PCC is grant funded by the Ministry of Justice (MOJ) and for 2016/17 the total grant is £1,037,415 for the purposes of...</p> <ul style="list-style-type: none"> • Emotional and practical support for victims of crime. • Emotional and practical support services for family members. • Emotional and practical support service for victims of sexual violence, victims of domestic abuse and victims of child sexual abuse. • Building the capacity and capability of providers of services for victims of crime. • Covering any associated costs that arise in the process of commissioning

	<p>or provision of victim's services.</p> <p>The OPCCN is required via bi-annual reporting to demonstrate compliance with the grant agreement and subsequently the EU Directive 2012/29/EU.</p>
1.10	<p>Victim's services commissioning and the awarding of grants to support the delivery of the Police and Crime Plan for Norfolk are managed by the Policy, Partnerships and Commissioning function of the OPCCN and carried out within the framework set by the OPCCN's commissioning strategy.</p>
1.11	<p>The definition of commissioning adopted by the OPCCN is "deciding how to use the total resources available in order to achieve agreed outcomes in the most efficient, effective and sustainable way. This includes...</p> <ul style="list-style-type: none"> • Measuring the success of our commissioning by improved outcomes for our local communities. • Following a plan, do and review cycle using SMART (specific, measurable, achievable, realistic and time bound) targets. • Understanding the needs of our communities by ensuring that we engage with the full range of partners and stakeholders. • Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services and working with them to set priority outcomes for that service. • Putting outcomes for users at the heart of the strategic commissioning process. • Commissioning in partnership to achieve shared priority outcomes. • Maximising the use of external funding streams. • Mapping the fullest practical range of providers with a view to understanding the contribution they could make to deliver those outcomes. • Ensuring processes are fair and transparent. • Facilitating long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness. • Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.
1.12	<p>Between 2012 and 2016, the PCC for Norfolk commissioned services across four priority themes (the first two being core victim's services commissioning)...</p> <ul style="list-style-type: none"> • Victims and witnesses. • Domestic abuse and sexual violence. • Mental health, drugs and alcohol. • Rehabilitations of offenders.
1.13	<p>The majority of the grants and contracts for victim's services that the OPCCN has in place are multi-year and continue into the term of office of the new PCC. These include (but not exclusively) the following services...</p> <ul style="list-style-type: none"> • Victim's Assessment, Referral and Support Service (MOJ Funded, VCOP Requirement) - £360k per annum – grant agreement until 31 March 2018. • Independent Domestic Abuse Advocacy Service - £360k per annum –

	<p>contract until 31 March 2018 – (MOJ Funded).</p> <ul style="list-style-type: none"> • Norfolk Youth Offending Team - £114k per annum – grant agreement until 2018. • Support for Survivors of Sexual Abuse - Sue Lambert Trust - £75k per annum – grant agreement until 31 March 2018 (MOJ Funded).
2.	2016/17 Commissioning Budget and Short Term Intentions
2.1	<p>The OPCCN is now in the process of reviewing and revising its commissioning strategy for 2016-2020, which must align to and support the delivery of the new police and crime plan. The former will be in development over the next three months, the new strategy will not be available until late summer/early autumn. However, two dominant themes of the new strategy will be...</p> <ul style="list-style-type: none"> • Victims and Vulnerability – reducing vulnerability to victimisation and supporting victims to cope and recover. • Prevention and Rehabilitation – with a focus on root cause. <p>Early intervention will be at the heart of the new commissioning strategy along with a focus on reducing police demand.</p>
2.2	<p>Based on existing and newly emerging knowledge of need and to ensure there is continuation of service where grants are coming to an end, a number of short term priorities and commissioning intentions have been identified as follows...</p> <ul style="list-style-type: none"> • Re-commissioning of Norfolk’s Restorative Justice Service (in partnership with the Office of the Police and Crime Commissioner for Suffolk). (MOJ Funded, VCOP requirement). • Safe and Secure Services – practical support for vulnerable victims of crime. • First response service for victims of domestic abuse. • Increase domestic abuse support in West and North Norfolk - subject to findings of the OPCCN Domestic Abuse Needs Assessment. • Child Sexual Abuse Services – additional services. • Cyber-crime victims support services. • Early Intervention/Community Response Fund. • Business strategy. • Rural crime strategy. • Sector based employment academy for people with criminal convictions.



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