

REPORT: ITEM 6 SAFER PLYMOUTH PARTNERSHIP – Victims Services Commissioning DATE: 10 July 2014



Background

In December 2013, a revised version of the Victims Code was published. The significant changes were:

- Expansion of the Codes to cover victims of volume crimes such as theft
- Enhanced entitlements for victims of serious crimes, vulnerable and intimidated victims, persistently targeted victims and young people who are victims
- Entitlement to provide a victim personal statement to the court (businesses are also now entitled to provide an impact statement)
- Victims must be offered the opportunity of participating in restorative justice approaches

The UK has also adopted the EU Directive on the Rights, Support and Protection of Victims of Crime, which must be implemented in full by November 2015. Compliance with the revised Victims Code will satisfy the requirements of the EU Directive.

With effect from April 2015, the Police and Crime Commissioner will have responsibility for the effective delivery of services to victims of crime. These services must be available to all victims, irrespective of whether the victim is prepared to engage with the criminal justice system and has reported the crime to the police.

A Victims Needs Assessment has been completed for the peninsula; highlighting areas where improved service delivery is required (a copy of this is available on the OPCC's website). In particular, communication was poor in too many cases and victims wanted a wider range of services capable of meeting diverse needs.

Current progress

A joint project has been established by the Police and the OPCC in order to commission a full range of victim services and to achieve full compliance with the revised Victim's Code. Delivery of the Project will be driven through a Victim Strategic Board and a Project Manager has been appointed to co-ordinate the work involved.

There will be six priority task groups, reporting to the Joint Police/OPCC Victim Strategic Board, the membership of each to be finalised:

- Process Mapping*
- Development of Network and Directory*
- Victim Needs Assessments*
- Demand and Volume*
- Compliance with delivery of entitlements within the Victims Code*
- Services to victims of sexual violence and domestic abuse*

Each task and finish group will be responsible for delivering an action plan and reporting back to the Board on progress. The Board will meet on a monthly basis. The first draft of the action plans should be completed by the 1 June.

A project timeline is also being prepared to illustrate key milestones and the interdependencies that exist with other projects e.g. the implementation of Unifi, the new Police crime and intelligence system. A risk register will be commenced.

Extensive consultation has been conducted with groups and organisations across Devon and Cornwall who are interested in providing services to victims. A meeting was held with their representatives on 13 May 2014, as part of the process for initial expressions of interest to be recorded, which will lead to the creation of a directory of victim services.

An audit is being undertaken to clarify the complex nature of services available across the peninsula, for the victims of sexual violence and domestic abuse. These services are currently funded by a range of different local authority, statutory and charitable bodies, including the Home Office and the Ministry of Justice. The length of funding provision also varies. The Ministry of Justice has recently ended the Witness and Victim Fund provision and stated that it is a matter for each PCC to decide what services they choose to commission based upon their assessment of local victim needs. Locally, the PCC has provided funds for these services to be continued for another six months (until 31 March 2015) to enable the audit to be completed.

Risks

A copy of the Project risk register can be shared with members prior to the next meeting.

Additional papers

A copy of the Victim Services Project Initiation Document (PID) is attached (Appendix I).

Recommendation:

Members of Safer Plymouth are asked to note this report.

Ian Ansell, Criminal Justice, Partnerships and Commissioning Manager, OPCC

PROJECT INITIATION DOCUMENT FOR POLICE BASED VICTIM CARE SERVICES

Project Name:	Victim Services
Date:	14 th February 2014 Release: 1 Draft
Owner:	Police and Crime Commissioner / The Chief Constable
Project Executives:	Chief Executive Officer, OPCC / Assistant Chief Constable, Crime and Criminal Justice
Project Managers:	Criminal Justice, Partnerships and Commissioning Manager, OPCC and Superintendent, Head of Criminal Justice
Client:	OPCC, Devon and Cornwall Constabulary
Revision History	Revised (No.5 19 May 2014)

1. Project Definition/ Overview

- 1.1 It is intended that the commissioning of Victim Services for Devon and Cornwall, will enable the diverse needs of victims to be met in line with relevant legislation such as the Equality Act 2010, the Social Value Act 2012 and the Human Rights Act 1998. It should also ensure the entitlements within requirements of the Victims Code and E.U Directive are delivered.
- 1.2 The project will be a joint enterprise between the OPCC and the Devon and Cornwall Constabulary. It will involve close liaison with the LCJB, other Criminal Justice Agencies, and other 3rd Sector Providers.
- 1.3 The project will continue after the services have been commissioned in order to aid performance measurement and monitoring through the implement and review stages of the commissioning cycle. The intended outcome of the commissioning process is for the victims' pathway through the criminal justice system to run smoothly and partners work effectively to meet the personalised needs of victims.

2. Drivers for change

- 2.1 In January 2012, the Government published the consultation document '**Getting it right for victims and services**', which sets out a number of proposals to provide a more coherent service for victims of crime. It stressed that the vast majority of decisions about what services are needed at a local level should be made by Police and Crime Commissioners using an outcome based framework, to improve outcomes for victims and witnesses. The **Anti Social Behaviour, Crime and Policing Bill** published on the 9 May 2013 (anticipated to receive Royal Assent in Spring 2014) includes provision to expand the Police and Crime Commissioner's existing powers to commission victim services.
- 2.2 In May 2013 the **Victim Services for Commissioning Framework** was published. Although not mandatory, it provides clarity around expected outcomes for victims and requires transparent performance monitoring so that service providers are accountable to the Police and Crime Commissioners, who in turn are accountable to the public.
- 2.3 Subject to Parliamentary approval, the transition to locally commissioned victim services in Devon and Cornwall will occur on the 1 April 2015.

- 2.4 The UK has opted into the **EU Directive on the Rights, Support and Protection of Victims of Crime** (formally adopted on 4 October 2012 with a deadline for implementation by 16 November 2015). The obligations need to be taken into account in the services commissioned by Police and Crime Commissioners.
- 2.5 In December 2013, the revised **Code of Practice for Victims of Crime (Victims Code)** was published giving victims clear entitlements from Criminal Justice Agencies, extending the number of victims entitled to services i.e. volume crime categories, requiring assessments of victim vulnerability to be completed and enhanced services to be provided when this is identified. Victim Personal Statements will also be taken from victims where that is their wish.
- 2.6 The project will be focused on achieving high level outcomes and how services can best support victims to cope and recover. There is no formal approach to measuring outcomes when supporting victims but reference to the research in the **Evidence and Practice Review of support for victims and outcome measurement and associated resource** (Callahan et al. 2012a; 2012b) is a useful resource.

3. Project objectives

- 3.1 The overarching objective of the project is to ensure the identified needs of all victims of crime are met in accordance with the Victims Code. To achieve this, an integrated model of victim services must be developed, using the victim needs assessment completed by the OPCC to inform the service design. The final draft of the needs assessment can be viewed on the following link [online](#).
- 3.2 Wherever possible and appropriate, contact between victims entitled to enhanced services and support agencies will be directly facilitated rather than 'signposting' to possible services. In all cases processes followed must ensure that identified victim needs are met or an explanation provided as to why this has not been possible.

4. Key Deliverables

4.1 Deliverable 1 - Implementation of common assessment of vulnerability

The Project will devise and implement a process to ensure that an assessment of vulnerability is completed to consistently identify victims entitled to an enhanced service. This will be required at a number of different 'access points' when a crime is reported or there is a significant change to the understanding of a victims' circumstances. The needs assessment should take a holistic approach to identifying the needs of victims and those that are close to them. Individuals connected to the victim can be adversely affected by the crime. It is important in providing care to the 'victim' to consider the impact of the crime on their wider network of support. This network could be partners, family, friends and sometimes whole communities who can also need access to information and support. This wider provision can be the key to enabling a victim to recover from the effects of crime.

4.2 Deliverable 2 - Establishment of a Victims' Care Unit (VCU)

Under the new commissioning requirements there are a number of functions that the Police and Crime Commissioner must have in place by April 2015. These include delivering replacement referral arrangements to victim support groups for when the current regional victim support unit in Bristol ceases to operate. The initial concept to be tested by the Project, is to establish a Victims Care Unit in some form (the naming convention for the Unit to be agreed through the Project, the term Victim Care Unit is used for expediency in this document). The design of the Unit structure, location and numbers of staff needs to be calculated against estimates of the level of demand and work. In particular, the structure will need to be developed against the workload profile and other internal Force developments, including

identifying the 'opening hours' for the Unit.. The best option should be explored by the Project. However, it will be important that staff can provide the widest possible knowledge and expertise in the support of victims and that they have the skills required in the role profile.

The Unit must provide the flexibility to deal with more detailed and time consuming assessments or interactions that require specialist input and referrals. It must also be capable of achieving the following:

- **Improving victim satisfaction through improved communication**
Setting clear standards and responsibilities for how and when victims will be kept informed and by whom, as their case progresses e.g. officers investigating the crime, FLO's, SOLO's etc. Performance must be monitored and managed. An aspiration will be to provide a single point of contact for victims as they travel through the criminal justice system.
- **Improved allocation of resources to identify victims needs across the victim pathways at different 'touch points' within their journey through the criminal justice system**
The needs of a victim, or their openness and capability to express those needs, might change at different points. The Victim Care Unit will be most likely to achieve maximum effectiveness if staff have a range of different experiences and skills provided by a combination of police officers, police staff, volunteers and third sector specialists e.g. in domestic violence. It will ensure staff with the right skills to complete comprehensive assessments and effectively triage interactions. It will ensure that individual victim needs are met rather than providing victims with the 'same' level of service.
- **Provide an initial single point of telephone contact with the capacity for victims to select a chosen method of communication thereafter**
The non emergency telephone number 101, will be used as the channel for first contact with the VCU. Thereafter, victims will be asked to nominate their preferred method of communication and once engaged, will be provided with direct contact details for the VCU.
- **Provide a fast responder victim service and 24 hour cover**
It might be appropriate for victim communication in certain types of crime to stay with staff in specialist units e.g. , Public Protection Units, but a clear process to ensure ownership and responsibility for communication will be required. Victim care arrangements must be available 24 hours a day which will require operational and control room staff to be able to access services and support from victim care groups.
- **Act as a single point of contact to ensure local people subject to victimisation elsewhere have their needs assessed and met.**

4.3 **Deliverable 3 Providing an Enhanced Service to those entitled under the Victim's Code.**

The Project must ensure that those assessed as needing an enhanced service receive a high quality service in accordance with the entitlements specified within the Victim's Code. This will require clear communication channels and

responsibilities for updating requirements, which must include specialist police support functions i.e. SOLO's, FLO's, RTC FLO's and Child Exploitation Units.

Meeting the enhanced service requirements of certain victims will require specialist care and potentially long term emotional support. The provision of such services will require specific skills being available across the peninsula. Current services providing specialist support to victims of sexual violence, domestic abuse and same sex partner abuse are funded by a number of partners such as health and local authorities, together with the Home Office and Ministry of Justice. The rape crisis service providers and the organisations employing IDVA's and ISVA's have reported shortfalls occurring in current funding arrangements at two key points, the 1 October 2014 and 1 April 2015.

The OPCC is conducting a thorough audit of these services (rape crisis, domestic abuse services, IDVA's and ISVA's) in order to assess:

- Function and capacity – the size, reach and range of services
- Volume of referrals relating to reported and non reported crime
- Sustainability – other funding streams

The MOJ has asserted that additional revenue has been provided within funds given to PCC's to continue to (partially) fund 'those services required to meet the needs of victims and witnesses'.

4.4 ***Deliverable 4* Integration and communication with other agencies and specialist victim care services**

The Project will explore opportunities for the functions around victim care to be integrated with other related activities such as witness support. This will require close working arrangements with the Criminal Justice Department review process and with other organisations with duties to provide services to victims and witnesses. Clear communication channels will need to be established with key partners including Probation VLO's, the Police Witness Care Unit, CPS staff with witness care responsibilities and the new national Court Witness Service, to ensure victims are provided with the necessary information and services. Consideration also needs to be given to the role the Victim Care Unit might play in updating victims of applications by sex offenders to come off the Sex Offenders Register.

4.5 ***Deliverable 5* Informing victims about Restorative Justice and Victim Personal Statements.**

The Victim Care Unit will complement the role of investigating officers and ensure that victims are given information about restorative justice and that they understand the offer. The offer must be recorded and where victims request further details, contact facilitated with an appropriate service provider. Similarly, the Victim Care Unit must ensure victims understand the Victim Personal Statement process and when requested arrange for or ensure that the appropriate support is put in place to allow the Statements to be taken. If the victim wishes to present their statement to the court, responsibility for ensuring this is facilitated must be clearly allocated.

4.6 ***Deliverable 6* Creation and implementation of an affordable electronic referral process meeting defined standards and a Web Based Directory of Services.**

Referrals to organisations (for victim support and RJ) will be through a secure IT solution. The Victim Care Unit will send referrals through this system and supporting documents via the criminal justice secure email system (CJSM). This will require organisations that wish to receive referrals to be able to meet standard Criminal

Justice PQQ requirements. Individual victims with complex needs may require a number of referrals to a range of organisations to be co-ordinated by the Victim Care Unit or the lead support agency selected by the victim. All arrangements must take into account appropriate and proportionate IT/information security and information sharing requirements.

A web based directory of services will be required to provide a number of additional functions:

- Details about the Victim Care Unit and the services it offers. One identifiable helpline number and web based secure capability for referral forms to be shared with other agencies and to facilitate self referrals directly by victims.
- Generic information for victims that can be downloaded. This could include crime prevention information; the road collision information pack and other relevant documentation.
- A directory of organisations that can be accessed for further support. There should be the functionality within the website to display these in three formats; geographically, within relevant victim pathways and an A-Z facility. Each organisation should have a homepage.

The Project will ensure this information is also available through alternative communication channels in order to comply with the Equalities legislation.

4.7 ***Deliverable 7* Scope and capacity of UNIFI to meet the requirements of integrated Victim Care model and the Victim's Code.**

To deliver full efficiency savings and increase the effectiveness of victim care arrangements it is important for the capability of UNIFI to deliver the following functions to be explored and if necessary alternative arrangements made:

- The ability to archive the original victim vulnerability assessment, and any subsequent updates.
- To alert the Victim Care Unit to updates on the crime record, in order that the victim can be informed. This must include clear identification on the system of repeat victimisation.
- To mandate the completion of critical fields within the victim record, especially their preference for method of contact.

4.8 ***Deliverable 8* Track My Crime**

It is a high priority within the Project that Track My Crime is available and operational from 1 April 2015. It will provide a service to the majority of victims that require information about progress of their crime and a crime number. The ability to direct victims to 'track my crime' will result in a significant reduction in demand and reduce the time spent on telephone communication to and from the Victim Care Unit.

4.9 ***Deliverable 9* Victim Services for those not engaged with the criminal justice system**

The web based directory of services will contain details of organisations that can provide a service to victims across the Peninsula, who do not wish to engage with the criminal justice system in accordance with the EU Directive. Access to the

services will be through a separate publicised set of 'gateways' to facilitate equality of access. Many organisations work with victims but are not funded to do so as it is not their primary reason for engagement e.g. BME and LGBT groups. Accreditation of these agencies will require completion of impact of crime training for some of their workers to cascade through the organisation.

It is intended that a network of 'drop in' centres for victims will be established through existing organisations with local offices or accommodation. The organisations will all be identified via their logo as members of victim service providers for Devon, Cornwall and IOS. The organisations will be included as part of the online directory.

4.10 **Deliverable 10 Payment model for victim service providers / budget allocation**

Payment arrangements for organisations / agencies that provide services through the directory need to be consulted upon and agreed with the service providers. Initially the financial reward might need to be grant based upon the anticipated number of victims supported before moving to a more sophisticated outcome based measure. Work will be required to determine the appropriate balance of funding between the victim care unit, high risk services and organisations in the directory.

5. **Desired Outcomes**

5.1 The success of the Project will be determined against the following criteria:

- Better outcomes for victims – adopting and responding to a need based approach to victim support that is not predicated upon the type of crime involved.
- High levels of victim satisfaction with the quality and timeliness of the support services provided.
- Increased community awareness. To create an environment where the general public recognise that delivering good Victims Services are a high priority and that there is increased public confidence in the accessibility of support to Victims
- Effective victim services that can be shown to provide Value for Money

5.2 **Measuring service outcomes**

The outcomes of the project will be an increased ability for victims to **cope** with the impact of crime and subsequently **recover** from the harm they have experienced across the following pathways (areas of need):

- Mental and Physical Health
- Shelter and accommodation
- Family, friends and children
- Education, skills and employment
- Drugs and alcohol
- Finance and benefits

- Outlook and Attitudes; and
- Social Interaction

Identifying a form of measurement to determine the improvement in outcomes (distance travelled) is an essential part of evaluating the new victim service arrangement. There will need to be a system of recording outcomes for all organisations requiring funding for working with victims; either referred via the Victim Crime Unit or self referral by victims not wishing to engage with the criminal justice system. However the bureaucracy involved must be proportionate to the purpose of the measurement.

6. Estimated Baseline Costs

6.1 **Appointment of a Victim and RJ Co-ordinator.** The victim services project presents huge opportunities and challenges. The risk are considerable in terms of ensuring victim care improves and to the reputation of both the Constabulary and the OPCC. A full time Co-ordinator will be required to manage the delivery of the work programme in accordance with agreed timescales. The role will have a combined responsibility with the implementation and development of Restorative Justice across the peninsula. A role profile will be prepared by the Project Managers.

6.2 Victim Care Unit Estimated Staff Numbers

The number of posts required will be dependent upon workload volume, process design and affordability within budget (see para 4.2 above). It is important that staff appointed into the Unit have the skills required to be client centred and understand the impact crime can have upon the victim, their family, friends and the community. It will also be important for volunteers and staff from the third sector to be integrated within the Unit.

Preliminary calculations of potential staff requirements for the Unit are as follows:

- One Supervisor
- 8 Police Staff
- 1 Volunteer Co-ordinator
- Volunteers
- 4 Third Sector Specialists

6.3 Victim Care Unit Estimated Staff Costs

With staff numbers as above, we estimate the following cost for Year 1:

Supervisor		40k
Police Staff	8 @	25k
Third Sector Specialists	4 @	25K
Total		(340k)

(With N.I approx 450K)

6.4 Estimated Staff Costs of present system

In light of a lack of quantitative and qualitative information on the costs involved in police officers informing and updating victims; the OPCC has calculated the following:

Based on average of 20 minutes for a Police Constable to go through the 'You matter we care' booklet and an average time given to making follow up calls.

Minutes	1,487,420	
Converted to hours	24,790	
Total Cost months	£296,350	Based on pay point 2 after 12 months

(Hourly rate £11.95 x 37 hour week)

The estimate of £296,350 is the minimum cost of updating victims in the current system but this value is not comparable to the functions and standards of victim contact to be achieved through the Victim Care Unit. A substantial difference will be the new entitlements within the revised Victim's Code, which has created enhanced arrangements for vulnerable and repeat victims, the extension of entitlement to victims of volume crimes and the entitlement to make Victim Personal Statements. Anecdotal evidence would suggest a variable level of compliance with the previous Victim's Code.

6.5 Other Estimated Costs

Directory development, plus work to populate & maintain pages	£10k
Start up costs, IT, promotion	£10k
Ongoing communication costs (leaflets, letters, stationery etc)	£20k

This would leave approx £900k for the funding of services described within the Key Deliverables in section 4 above (2015/16).

7. Business Benefits

7.1 An increase in Victim satisfaction - Total satisfaction as of the 14 January 2014, was 83.7% with a target 88%. The Victim Care Unit will contribute to this by:

- ensuring a consistent more responsive service to the needs of Victims
- checking that victim needs are assessed and recorded in all relevant cases
- acting as a centre of excellence and good practice for how to engage with victims

7.2 Achieving full compliance with the Victim's Code

The Project will design processes and make funding arrangements that ensure full compliance with the Victim's Code can be achieved in a cost effective and consistent manner. This will include maximising the use of IT both by police staff and volunteers within the Victim Care Unit to facilitate victim contact and also direct access by victims to investigation updates and generic information.

7.3 Release of Officer time- it is intended the process design will minimise the time commitment of police officers to routine updating of victims through use of the

community and voluntary sector. Time savings can be calculated when process options are devised.

8. Risks/Considerations

Financial Provision for Victim Services

	13/14	14/15	15/16
Victim	504,251	357,000	1,427,000

- 8.1 Staffing:** Staff will need to be found with the appropriate skills to establish the Victim Care Unit. Staff numbers to be determined against calculated workloads and process design. It is likely the Unit will utilise the services of volunteers, who will also require the necessary skills and training.
- 8.2 Training requirements:** Staff within the Victim Care Unit will need to undertake a training needs analysis to determine their requirements. This would include any recruited volunteers. The Force will also need to consider the training of all staff with victim contact to ensure a consistent assessment is completed of victim needs, in accordance with the Victim's Code to identify vulnerability or repeated victimisation. There will also be a victim impact training requirement for employees and volunteers working with groups and organisations placed on the Victims Directory, to assist the delivery of victim services meeting required standards.
- 8.3 Estates and office equipment:** Suitable open plan accommodation should be provided for the Witness Care Unit to facilitate integrated working with VCS partners delivering services to victims not wishing to engage with the criminal justice system. Office furniture and equipment will be required for the identified numbers of staff. Telephony and computers to facilitate contact with victims will need to be provided.
- 8.4 Information Systems:** The Crime Management system, UNIFI will be the core system used to record victim assessments through an agreed version of the ViST form. There will need to be a means to identify and flag, key updated crime records to trigger victim updates being provided. A web based victims directory will need to be designed, populated and maintained. The opportunity for victims to access 'Track My Crime' directly to obtain current investigative and process updates must also be explored. Design delays or the lack of provision of any of these information systems poses a significant threat to the efficiency and effectiveness of the project. As stated in paragraph 4.6 above, all arrangements must take into account appropriate and proportionate IT/information security and information sharing requirements.
- 8.5 Victim Services Directory:** The Directory will need to include a wide range of diverse organisations with the capacity to support the complex needs of some victims and cope with the volume of demand. Participation in the directory and the provision of victim services will require a careful and proportionate agreement about funding provision, following consultation and engagement with the participating organisations. Funding arrangements will need to take into account the volume of provision, the length of support provided, dual or multi organisational support and the level of risk connected to the victims. This would include service provision to victims not wishing to engage with the criminal justice system. Depending upon the core funding arrangements for organisations on the Directory it is possible that not all organisations will require additional funding.
- 8.6 Supporting 'out of area' victims and local victims subject to crimes committed elsewhere:** It will be a requirement that services are provided to all

victims of crime stipulated within the Victim's Code. When these victims are temporarily visiting Devon, Cornwall and the Isles of Scilly, or move permanently to another area whilst still needing support, then arrangements will be made for the case to be referred to other area for provision of the required service. It will be important that those requiring an enhanced service when out of area are uniquely identified within the overall victim cohort. A national protocol and a process/secure system to transfer victims' details will need to be agreed. Reciprocal arrangements will need to be made for local victims of crimes that occurred outside of Devon, Cornwall and the Isles of Scilly.

- 8.7 **Proactive work to encourage the reporting of crimes by victims:** There will need to be a sustained effort to encourage the disclosure of crimes by victims of sexual violence and those from minority groups, where trust and confidence in the police and criminal justice service is low. It will be important that these victims feel able to seek care to support their recovery even if they do not wish to engage with the criminal justice system.
- 8.8 **Publicising and promoting victim support arrangements:** There will need to be a planned approach to ensure that staff internally and externally, both partners and the public, are provided with relevant information about the system to support victims. This must include contact arrangements for both those wishing to engage with the criminal justice system and those who do not. The information will also need to be provided in a range of different formats and published in different ways to ensure accessibility to everyone.
- 8.9 **Interim measures:** It is an aim of this Project to achieve full compliance with the Victims Codes; however, it may be necessary to implement interim measures to close any significant gaps identified in service provision to victims.

9. Interdependencies

- 9.1 The project is working on the assumption that the nationally funded Victim Support referral arrangements will cease with effect from 1 April 2015.
- 9.2 Any failure to deliver secure information systems and a web based directory would significantly impact upon the efficiency and effectiveness of the project.
- 9.3 There is a lack of clarity about responsibility for the continued funding of Domestic Violence and Sexual Violence services when the current central funding provision through the Victim and Witnesses General Fund ceases in October 2014. The OPCC Commissioning team is actively engaged with the DV and SV local authority leads across the peninsula to agree how this should be resolved.
- 9.4 The Project will run alongside a separate Criminal Justice Department review but victim care arrangements must be reported to this review in order for issues such as staff numbers to be fully taken into account.
- 9.5 The capability and timing of UNIFI development and implementation will influence the ability of the project to deliver efficiency and effectiveness.

10. Constraints and assumptions

- 10.1 The Project will work with the regional Procurement Unit to ensure that the appropriate procurement and commissioning legislation is complied with.
- 10.2 It is imperative that there is no disruption to victim services as a consequence of the changes made through Project implementation.
- 10.3 Consideration will be given to collaboration across PCC areas and the implications around commissioning for cross border arrangements. The PCC areas of the South

West appear to be at different stages of development, drafting similar yet distinct plans that fit with their existing infrastructure and requirements. Any potential opportunities will be explored.

- 10.4 A positive working relationship will be maintained with Victim Support, as the existing provider of Victim Services, in order to ensure continuation of service delivery through the transition period.
- 10.5 The impact of changes within the criminal justice system and other areas that may also have an impact on the delivery of services to victim's, will need to be monitored and evaluated.

11. Project Tolerances

- 11.1 The project will use an appropriate project management system to alert the Project Co-ordinator to any slippage of more than two weeks for key milestones. The Project Managers will be informed of that slippage.
- 11.2 Any slippage which threatens to delay the delivery of the full project beyond the 1 April 2015 will be reported at the earliest possible moment to the Project Executives.
- 11.3 Any and all costs variations will be reported to the Project Managers and the Project Executives. The Project Managers will need to authorise any cost implications in fulfilling delivery of the project.

12. Quality Management Strategy

- 12.1 No specific quality management model is being applied. Quality is to be ensured via the combined effects of the OPCC Commissioning and Scrutiny Board, structured management of the project and the communication strategy.

13. Records Management Strategy

- 13.1 The Project plan will be managed through the agreed project management system. All hard copy documentation will be stored in a dedicated file. The file will be split into a number of sections: General, Background, PID, Risk Register, Highlight, Issues, Needs Assessment, Engagement, Implementation, Outcomes, Plan, and end of Project. All electronic copies will be stored in the Victim Services Project file.

14. Project Risk Management Strategy

- 14.1 All deliverables and objectives will be considered in terms of threats and opportunities to build a risk universe for the project. The nature of each risk will be evaluated to arrive at a prioritisation score. Action to mitigate the risks will be developed and its performance monitored to ensure the project's success.

15. Identified Risks

- 15.1 During the drafting of the needs assessment it was difficult to evaluate the number of victims of crime that remain unreported to Police, particularly those suffering domestic abuse and from minority groups such as BME, sexual orientation or Learning Disability groups.
- 15.2 A clear understanding is required about the national approach to guarantee the interoperability of victim referral systems across the country, to enable care and support to be provided within their home area, if they become the victim of crime elsewhere. This must be in place for 1 April 2015.
- 15.3 The funding for Victim Services is guaranteed for 2 years and thereafter subject to the CSR and a possible change in Government. Although it is highly unlikely that a new administration would not extend funding arrangements, the value might not

cover the identified local need for victim services. It is also possible that the office of Police and Crime Commissioners could be ended by the next Government.

- 15.4 The project implementation plan for Restorative Justice is separate because it requires a targeted approach to fulfil the project objectives. However, there is considerable synergy, as reflected in the duality of the co-ordinator role for Victim Services and Restorative Justice.

16. Communication Management Strategy

- 16.1 The following table sets out the communication lines and frequencies by which the Victims and RJ Co-ordinator will report to stakeholders and interested parties

Stakeholder/Interest Party	Method of Communication	Frequency of Communication
Victim Services Working Group – joint PCC/Police	Stage reports/meetings	Monthly
Commissioning and Scrutiny Board – OPCC	Stage reports Commissioning Board Meetings	As required
Project Executive- Joint Police/PCC	Stage reports/Meetings	Monthly
Project Managers(Commissioning Manager and Policy lead/ Police CJ Commander)	Daily interaction/ emails and telephone/ Stage reports/Meetings	As frequently as required. Co-ordinated monthly with Project Officer.

17. Project Controls

- 17.1 Project risks will be recorded, evaluated and controlled via a risk register. It will be the responsibility of the Victims and RJ Co-ordinator to communicate these to the working group and the OPCC Commissioning team.
- 17.2 Day to day issues should be dealt with by the Victims and RJ Co-ordinator and their status and resolution recorded. Unresolved issues will be taken to and for the consideration of the Victim Services Working Group for practical resolution and to the Commissioning Board for agreement.

Sarah Carlsen-Browne

Commissioning Team

Office of the Police and Crime Commissioner

April 2014