






 PCC Exec Board - 15th June 2015.pdf  Appendix A.pdf  Appendix B.pdf  Appendix C.pdf  Appendix D.pdf	
6.	Victims Commissioning Update  Victims Commissioning Update.pdf  6 Victims Commissioning Report.pdf  OPCCFE 04 12 14 (2).pdf	Caroline Cable, Senior Project Officer on behalf of Chief of Staff
7.	AOB	

STRATEGIC BOARD

Monday 18 May 2015 at 14.00

PRESENT

Chair: Police and Crime Commissioner -
Olly Martins (OM)

Chief Finance Officer - Philip Wells (PW)

Deputy Chief Constable, Jon Boutcher
(JB)

Better Times - Sallie Blair (SB)

Staff Officer to the PCC – Bill Abram (BA)

Secretariat for the Board – Jo Parmar (JP)

	Formal Meeting – Papers For Publication	Action
1.	<p>Apologies: Chief Constable – Colette Paul (CP) Assistant Chief Constable, Nigel Trippett (NT) Staff Officer to the Chief Constable – Gayner Coulson (GC) Head of Communications and Engagement – Andrea McMahan (AMcM) Chief of Staff – Nanci Hogan (NH)</p>	
2.	<p>Minutes of the meeting held on 20 April 2015: The Minutes were agreed and approved.</p>	
3.	<p>Force Update: JB gave further information and highlighted the success stories, positive work and results achieved. In particular:</p> <ul style="list-style-type: none"> • Collaborated effort in seizing drugs worth £44.5m by ERSOU • The closing down of a brothel and drugs den in Luton • Joint successful effort led by ERSOU with Beds Police being lead force in tackling organised crime groups across the region • A new book on cyber stalking and evidence of better performance in cybercrime response following staff training and techniques • Positive feature on Crimewatch programme • ‘Excellent, caring and professional’ feedback from an elderly victim of burglary • 3 Bravery commendations to off duty staff, one of which has led to a nomination for a National Bravery Award <p>OM referred to a recent Dip Sampling case regarding improvements identified in handling a rape case. Although this was 4 years ago, JB confirmed cases now have more scrutiny, better written reporting, empathy, higher satisfaction levels from victims and nationally the Beds Force rating has improved from 42nd to 33rd. OM has discussed findings</p>	

	<p>with the Head of Professional Standards.</p> <p>JB will obtain part of a Performance report for OM.</p> <p><u>Burglaries</u> – The downward trend of burglaries and statistics was discussed with the need to maintain that level. The Force is confident that the New Policing Model will assist with positive performance results. JB to send details of burglary statistics to OM.</p> <p><u>Violent Crime</u> – Previous increases are linked to national crime trends. Much work has been done to manage this effectively to maintain performance.</p> <p><u>Hate Crime Update</u> – This is under reported and greater awareness is being made including a Twitter Account which is now open specifically for homophobic incidents and crimes to encourage the public to seek advice and support from Beds Police and JB has spoken on 3 Counties radio encouraging people to report hate crime and specifically homophobic incidents. JB also spoke recently on the Inspire radio station on Islamophobic incidents. There is now a countrywide strategy since May and reporting of incidents are categorised – 90% are race related. OM stated the need to continue to highlight reporting of Hate Crime and SB to look at promoting awareness and ways to increase reporting of such crimes. JB to obtain further statistics on reporting this crime for OM.</p> <p><u>Overview of HMIC Interim Report</u> – HMIC findings were discussed and it was agreed the final report due in September will be awaited. The Force will be in a stronger position by then with more performance statistics available and more collaborative work being done producing results. JB to send feedback from the debrief report to OM for his letter to the Home Secretary.</p>	<p>JB</p> <p>JB</p> <p>OM/SB JB</p> <p>JB</p>
4.	<p>Joint Audit Committee Minutes: The Minutes were agreed and approved. It was noted that pages 3 and 4 are Restricted pages.</p>	
5.	<p>Complaints Report – deferred to meeting in June</p>	
6.	<p>Victims Commissioning Update – deferred to meeting in June</p>	
7.	<p>AOB: JP Informed all of her plan to schedule a timetable for board reports to be submitted to her one week prior to the date of future Strategic Board dates. This would ensure the agenda and papers are issued in good time ahead of each meeting. The plan was agreed by all and JP will issue a timetable to all PA's including the Staff Officers.</p>	<p>JP</p>
	<p>Next meeting: Monday 15 June 2015 at 9.30am</p>	

Strategic Board Force Updates

Criminal Justice Update

Haul of assets seized from ATM ram raid gang

Police have seized assets worth thousands of pounds which are believed to have been bought with the proceeds of a string of ATM ram raids.

Around 140 officers from Bedfordshire, Cambridgeshire and Norfolk constabularies carried out the warrants alongside officers from the Eastern Region Special Operations Unit (ERSOU) and the National Crime Agency.

They seized an Audi A5 S-line TDI Cabriolet, a Swift Corniche caravan, a Nissan Navara, numerous smaller quad bikes, plant machinery and a tank of diesel from addresses in Wisbech in Cambridgeshire, Potton in Bedfordshire and Upwell in Norfolk. The officers also discovered cannabis factories at the Potton and Upwell addresses with a combined potential street value of between £18,000 and £54,000.

Further two charged in connection with Essex drugs haul

A further two men have been charged in connection with the seizure of a large haul of drugs in Essex.

Mark Hastie, 45, of Halleys Way, Houghton Regis, and Stephen Chambers, 44, of Warmdene Road, Brighton, have both been charged with conspiracy to supply a class A drug.

Hastie appeared at Hatfield Magistrates' Court last week while Chambers appeared at St Albans Magistrates' Court on June 9th.

Person arrested in Luton with help of dog unit

A teenager has been arrested on suspicion of theft after an incident in Luton where a police dog unit attended.

At around 9.50pm on Wednesday, May 13th, police were alerted to a person in George Street with a bicycle that was suspected to be stolen.

Officers attended the location and a person ran away from the area. An officer and dog from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit were deployed to assist with the search for the person.

Police dog sniffs out property suspected to be used in crime

A man was arrested and charged after a police dog found property in Luton suspected to be used in crime.

At around 10.40am on Sunday, May 10th, police were called to Library Road after a report of a person acting suspiciously.

Police arrived and the man was detained. Meanwhile, an officer and dog from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit also attended the area.

Man sentenced for drug and prostitution offences

A man was sentenced to more than two years in prison for drug and prostitution offences following a successful police operation in Bedfordshire.

Alan Fowler, 59, of Brook Street, Luton, was sentenced to a total of 30-months imprisonment on Tuesday May 12th.

Fowler was found guilty of allowing men into his flat for purposes of prostitution. He then supplied the women with class A drugs as payment for providing sexual services.

Cannabis cultivators sentenced

A couple have been sentenced after growing cannabis in their Kempston home. Daniel Seager, 31, and Helen Radwell, 25, both admitted cultivating cannabis in March 2014.

On Thursday May 14th Seager was jailed for two years, and Radwell received a 12 month Community Order including 150 hours of unpaid work.

The crime was discovered by a neighbour who alerted police. Officers then carried out a raid and found 39 plants growing in a tent in the garage and another 32 plants growing in two more tents in a bedroom.

Prisoner receives life sentence after Bedford Prison assault

A prisoner who attacked a fellow inmate at Bedford Prison in November 2014 has received a life sentence.

Russell Ireland, 30, was serving a prison sentence for false imprisonment offences committed in Suffolk, when he stabbed another prisoner on November 7th 2014.

On May 5th he pleaded guilty to causing grievous bodily harm and on May 15th he has received a life sentence. He also received a life sentence for an assault he committed in a prison in Norfolk.

He has an indeterminate sentence with a minimum tariff of eight years which he will serve consecutively with his current sentence.

Four arrested near M1 thanks to police dog unit

Four people have been arrested on suspicion of immigration offences after an incident on the M1 where a dog unit attended.

At just 7am on Tuesday, May 19th, police were called to the Toddington service station off the northbound carriageway of the M1 following a report that a group of people had jumped from the back of a parked lorry.

Officers attended the location and a group of people ran away from the area. An officer and dog from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit were deployed to assist with the search for the people, as well as the police helicopter.

Fraudster sentenced for 'abhorrent crime'

A man who attempted to trick his elderly neighbour out of more than £14,000 has on May 22nd received three 12 month suspended sentences.

Ronald Christie, 31, who now lives in Dundee but who was living in Luton at the time of the offences, held his elderly neighbour at knife point and made her call her bank in order to transfer her savings into his account.

Man sentenced to 19 years following Kempston robbery

Two people have been sentenced following the robbery of a shop in Kempston in January 2014.

Donovan Vernon, 46, of Broadway East, Northampton, and Mirriam Nabi, 28, of Becketts View, Northampton, robbed the One Stop Shop in Hillgrounds, Kempston on January 31st 2015.

Vernon pleaded guilty to robbery and Nabi was found guilty by a jury of the same offence.

Man sentenced after house used to supply class A drugs

A man has been sentenced to two years in jail for allowing a house to be used to supply class A drugs.

Roshaan Malcolm, 20, of Penhill, Luton pleaded guilty to the offence and received a two year custodial sentence at Luton Crown Court on Friday, May 22nd.

Man arrested in Luton with help from Police Dog Nero

A man was arrested on suspicion of taking a vehicle without consent, dangerous driving and possession with the intent to supply following an incident in Luton.

At around quarter past midnight on Saturday, May 23rd, police on patrol in Brammingham Road signalled a Vauxhall Corsa to stop but it is alleged it failed to do so.

The vehicle was followed until it stopped in Dunstable Road where the occupant ran from it.

A number of officers attended the area, including a dog and handler from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit.

Man jailed after armed robbery at jewellers

An armed robber who was foiled thanks to an off-duty police officer has been sentenced to more than two years in jail.

Ruslan Kirdei, 21, of Conduit Road, Bedford, pleaded guilty to robbery and possessing an offensive weapon in a public place following the incident at Sena Jewellers in Bedford on January 7th.

Man sentenced after robbing shop in Flitwick

A man has been sentenced to more than a year in prison after robbing a shop in Flitwick in April.

Martin Patmore, 26, of Astwood Drive, Flitwick, was sentenced to 15 months imprisonment at Luton Crown Court yesterday last week after pleading guilty to robbery.

Six men sentenced for drugs conspiracy

Six members of an Albanian crime group have been sentenced to a total of more than 30 years in prison for their role in a conspiracy to supply class A drugs and money laundering offences.

The men, which included two brothers – Eduart and Antonio Plaku, were charged following an investigation across Hertfordshire and Bedfordshire by officers from Hertfordshire Constabulary's specialist Serious and Organised Crime Unit.

The investigation named 'Operation Perilous' ran from June until August last year and focused on the group's involvement in the supply of class A drugs in St Albans, Luton and surrounding areas along with money laundering offences.

Man who robbed woman, 86, jailed

A man who robbed an elderly woman – causing her to need an emergency hip replacement has been jailed.

Darius Brazinskas, 41, pushed the 86 year old to the floor in an alleyway next to Sainsbury's in Dunstable Road at about 2.45pm on February 27th. He then grabbed her purse containing her bus pass and £15 from her coat pocket as she lay on the floor before running off.

Man jailed for assault and attempted rape of woman in Bedford

A man who violently attacked and attempted to rape a woman in Bedford town centre has last week been handed an eight year jail sentence.

Bedfordshire Police has welcomed the sentencing of Maricel Toiu, 39, of Aspley Road, Bedford, following complex and dedicated investigation work led by officers in the force's Criminal Investigation Department.

Man jailed following double store robbery

A robber who threatened staff at two Luton convenience stores has been jailed for four and a half years.

Michael Logan, 37, of Gilderdale, Luton, pleaded guilty to two counts of robbery and was sentenced at Luton Crown Court on Wednesday June 3rd following incidents in two Co-op stores on January 9th and 10th.

Community Based Update

Police call for people to report homophobic hate crime

Bedfordshire Police is encouraged everyone to help fight against hate crime ahead of the International Day against Homophobia, Transphobia and Biphobia - IDAHOT Day – on Sunday May 17th.

The day is a worldwide celebration of sexual and gender differences and police were highlighting the help and support available for LGBT communities in Bedfordshire that week, urging people to come forward and report hate crime.

Bedfordshire Police raises the flag to celebrate sexual and gender differences

Bedfordshire Police raised the rainbow flag at its headquarters in Kempston the morning of May 15th as part of a worldwide celebration of sexual and gender differences.

The force is supporting IDAHOT Day - International Day against Homophobia and Transphobia and Biphobia – on Sunday May 17th and will fly the flag all weekend.

Police have been promoting the help and support available for LGB&T (lesbian, gay, bisexual and transgender) communities that week, highlighting the crucial role of their dedicated LAGLOs (Lesbian and Gay Liaison Officers) and holding a web chat to discuss issues LGB&T communities may face.

Man banned from begging as police issue first CBO

Bedfordshire Police has successfully issued its first criminal behaviour order under new anti-social behaviour laws that were introduced last year.

The criminal behaviour order (CBO) replaces anti-social behaviour orders (ASBOs) and is issued by the courts after a person has been convicted for a criminal offence. Under the order, a person who has been convicted would be banned from certain activities or places, and could also be required to address their behaviour.

Police crackdown on speeding motorists

Police are asking people to consider the potentially devastating consequences of speeding as part of this month's THINK! Campaign.

Throughout May the Bedfordshire, Cambridgeshire and Hertfordshire Road Policing Unit will be out in force looking for motorists breaking the law.

Bedford residents happy with police service

More than 80% of residents said they are happy with the service provided by the police, during a recent community engagement and crime prevention operation in Bedford.

The local policing community team from Bedford visited almost 200 households in just five hours as part of the operation, which took place on Saturday May 16th in the Castle Road

Four arrested in Houghton Regis with help of dog unit

Four people have been arrested on suspicion of burglary after an incident in Houghton Regis in the early hours of Saturday May 16th.

At just after 2am police were called to Brentwood Close following a report of a group of men acting suspiciously. They were spotted by a member of the public and ran from the area.

An officer and dog from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit were deployed to assist with the search for the people, as well as the police helicopter.

Chief Constable commends outstanding work

Officers, PCSOs and a member of the public have received commendations from Bedfordshire Police's Chief Constable at a special ceremony.

The event, held earlier this month, recognises the outstanding work undertaken by those who work for and alongside the force and demonstrated public-spirit, compassion, professionalism and bravery in protecting people and fighting crime together.

Police support another year of the Luton International Carnival

Bedfordshire Police supported another year of communities celebrating the Luton International Carnival, which took place on Sunday May 24th.

Over 140 officers assisted UK Centre of Carnival Arts and Luton Borough Council in ensuring the safety of everyone who attended the event. The biggest one day carnival in Britain attracted around 25,000 people, bringing together residents of all ages and backgrounds.

New dog training course launches in Kempston

On Tuesday, May 26th, a new training course for dogs, working in Bedfordshire, Cambridgeshire and Hertfordshire, began in Kempston.

The six week course will see six dogs and their handlers undergo training that aims to develop them as proactive drug dog teams.

John 'Powers' though life-threatening condition, becomes UK's first Special dog handler

A Special Constable from Bedfordshire has overcome Cystic Fibrosis (CF) and a double lung transplant to become the UK's first ever Special Constable dog handler. Special Constable John Power, 30, has volunteered with Bedfordshire Police for eight years.

John was diagnosed with CF when he was only a year old. Throughout his childhood and teens, he endured several spells in hospital. Thanks to medication and lifestyle management, his health did not start to deteriorate until 2011, when he began to struggle to walk upstairs without stopping for breath

As a result, John took on a non-operational role with Bedfordshire's Special Constabulary whilst still working his day job in Bedfordshire Police's Force Control Room, and facing an unsure wait on the transplant waiting list.

Suspected stolen property recovered in Leighton Buzzard

Burglary victims are being urged to come forward after a number of items of suspected stolen property were discovered at a property in Leighton Buzzard.

Officers recovered several items including Raymond Weil, Thomas Sabo and TAG watches, a collection of one penny coins and a wallet.

The items were found on Thursday, May 14th, following a spate of break-ins in the area.

House closure in Luton due to anti-social behaviour

A house in Luton responsible for high levels of anti-social behaviour has been closed down, thanks to a joint operation carried out by Bedfordshire Police and Luton Borough Council.

The property, on Naseby Road, has been issued with a closure notice, which means that it cannot be lived in or rented out for two months. Anyone who enters the property during these two months will be committing a criminal offence.

Dreams take flight as Luton Carnival celebrations are a success

Sunday's Luton International Carnival was another successful display of celebrating the diversity of our communities.

The fantastic event attracted thousands of people to the town and police are pleased to report that no arrests were made.

More than 140 officers assisted event organisers, UK Centre for Carnival Arts, and Luton Borough Council in ensuring the safety of everyone.

Report shows improvements to way the force deals with domestic abuse

Bedfordshire Police has welcomed a report which acknowledges the progress made by the force in the way it deals with domestic abuse.

HM Inspectorate of Constabulary (HMIC) visited the force in October following concerns raised from a previous visit. Inspectors found 'Bedfordshire Police is focusing on improving its response to victims of domestic abuse and is rightly treating this as a high priority'

Bedfordshire Volunteers Contribute Over 35,000 Hours

Volunteers have contributed more than 35,000 hours of time in the first six months of 2015 to help Bedfordshire Police protect the public and fight crime.

Their "remarkable" contribution, which has included carrying out 236 arrests and writing 3,000 letters to speeding drivers, has been praised by the force during National Volunteers Week (1-7 June).

In total the force has more than 1,000 volunteers, who contribute time in various ways. They include Police Support Volunteers, Special Constables, Cadets, Neighbourhood Watch and the Speed Watch and Street Watch schemes which run throughout Bedfordshire.

Langford residents gain valuable crime prevention advice at police pop-up event

Community policing officers took advantage of the warmer weather to give valuable advice to Langford residents last week.

PCSOs from Biggleswade and Ampthill police stations met the public at a pop-up event in the village on the afternoon of Wednesday May 27th.

A drop-in mobile police surgery was set up outside Langford Village Hall, where passing residents could engage with their local community officers as well as the Bedfordshire Police Watch Scheme.

Tri-Force Dog Unit Facebook page launched

The Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit now has a refreshed presence on Facebook from today as a new page for the collaborated unit is launched.

With over 30 handlers and 40 dogs, the collaborated unit respond to a range of incidents across the three counties and their work can already be followed on Twitter (@dogpoliceBCH / www.twitter.com/dogpoliceBCH) where they have amassed well over 1,000 followers already.

Help needed to name trainee police dog

The Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit is appealing for the public's help in renaming one of its newest recruits.

On Tuesday May 26th, a new six week long training course for six dogs and their handlers, who will work across the three counties, began in Kempston. The course aims to see them to develop into proactive drug dog teams.

Now a new pooch (pictured) who came from a rescue centre in Devon, has joined the course and is already picking up skills quickly. The only problem with the latest recruit on four paws is that he shares the same name as one of his fellow trainees - Duke.

This has prompted the unit to appeal to the public for their help in renaming him so as not to cause confusion during the training. The team has already come up with a shortlist of nine names and are now asking fans of the BCH Dog Unit's Facebook page to vote for their favourite.

Bedfordshire Police and school partnership scoops Luton Carnival award

Bedfordshire Police's float at this year's successful Luton Carnival has scooped an award from the UK Centre for Carnival Arts.

The walking float, which was made in conjunction with Luton's Hillborough Junior School following a series of engagement sessions between the force and pupils, represented the theme 'Let Your Dreams Take Flight' and focused on the work of the force.

It was one of the many popular displays on show at the carnival, which took place on May 24th.

Newly trained drug detection dog to start patrolling

A new member of the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit will soon be deployed across the three counties after successfully completing his training.

Between April and May, Police Dog Buddy joined his handler on an extensive training course that took place at various locations in Hertfordshire - predominantly at Stevenage - and saw them qualify as the unit's first passive drug detection dog team.

BCH Dog Unit Spaniel renamed following public vote

On Wednesday, June 3rd, the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Dog Unit appealed to the public for their help in deciding the name of one of their newest recruits on four paws.

Fans of the unit's Facebook page, which launched on Monday June 1st, were asked to choose their favourite name from a shortlist of nine after one of their new pooches who joined a six week training course unfortunately shared the same name as another dog already on the course.

Internal Performance

Good News

I'd just like to extend a huge thank you to the kind and patient officers who helped my daughter last night. They were beyond professional and went out of their way to help. It terrifies me to think what might have happened had they not been there. I'm happy to say she is back home and doing well. She feels very embarrassed about her behaviour and I think she has learned a big lesson from this. Thank you once again for doing your job so well
x

As someone who has been burgled 3 times and thus had more than my fair share of contact with the police I would like to thank the CID, uniform and SOCO officers who I have come into contact with. They have been exceptionally professional and very caring, which is greatly appreciated.

The above person called on 07/05/2015 at 12.34 hours in relation to officers that dealt with an incident at the above location, she would like to thank them both for the way in which they handled the situation. She said she is a Romani gypsy herself and also works for Bedford Borough Council, Officer Dawson was fantastic, he treated them with respect, he was very knowledgeable and went the extra mile to make them feel comfortable. She hopes she will have opportunity to work with these officers as they were true gentlemen.

Just to thank the force for attending on my mother's house, in Biddenham today when efforts by neighbours could not raise anyone at home, this is very unusual. I understand that 3 police cars arrived to gain entry only for my mother to turn up with a friend having just had a nice day out and had her hair cut! We all thought she had fallen over and being a large

woman was unable to get up when told that she had not been seen all day. Again many thanks.

On Saturday May 2nd, 2015 I and my husband broke down on the M1 northbound prior to the Toddington services. Due to an RTC on the motorway we had already been stationary for some time. Whilst waiting for the RAC two of your officers PC 214 Richard Jones and PC5934 Warren Knight came to ensure we were alright. They quickly established that I was in CRITICAL need of a lavatory and very kindly whisked me into Toddington services preventing another accident at the side of the road. Whilst waiting for my return they kindly ensured that my husband was with the RAC and made sure he remembered to collect me from the services when the RAC had repaired the car. Whilst to them this small kindness was a few minutes work to me it was a great service and I respectfully request if you would please pass my thanks and gratitude on to them. The age of chivalry is not dead. Thank you from a very grateful and "appropriately relieved" woman.

I just watched "Traffic Cops: In the Line of Duty: Policeman gets knocked out" and I want to thank Chris Thomas for his dedication. I hope and pray that he has no lasting complications from his injuries. I live in western Canada, and am amazed at the bravery of all British Officers.

Mrs Cherry Atkinson came in to collect keys to her Aunts property following her Sudden Death. She has asked that her thanks be passed on to all officers that have dealt with this as she states they have all been very kind and helpful.

Ride-Along-Scheme

Popularity is on-going- below are examples of the comments taken directly from feedback forms.

Letters of appreciation sent in to customer services via post and email

Annex: 1 Letter from Eileen Carter (see next pages)

Annex: 2 Letter from Rosemary & Cynthia Stuart (see next pages)

Annex: 3 Postcard from Susan & Pierrie Roberts (see next pages)

Annex: 1 Letter from Eileen Carter

24 Bushmead Avenue

Bedford

MK40 3QN

12th May 2015

Dear Chief Constable

I am writing on behalf of myself and my family to compliment the exemplary care, kindness and sensitivity displayed by your officers in recent weeks. I am aware of the current policing pressures and demands on your Force's time and resources, however these officers went that extra mile to ensure that our son was dealt with and eventually removed to a place of safety during March, so as to minimise the potential lasting trauma for him and ourselves.

Our son has been mentally very unwell since around the 18th March and required hospitalisation on the 22nd March, more recently he has relapsed again. I do not have all the Officers names but do have two of the CAD numbers and would be most grateful if you could convey our sincere thanks to them.

CAD 295 21/03/15

Steve, Adam and Lisa – Steve and Adam in particular demonstrated excellent awareness and understanding of the needs of a mentally ill person. Lisa was confident and competent in managing the whole situation, successfully building trust and rapport with ourselves and our son. There were also two junior officers present who were discreet and friendly.

Night /early hours of 21- 22/3/15

Officers Chris Warrington and Luke Gerrard attended and made a very worrying and distressing situation much more bearable, they inspired confidence.

CAD 392 08/05/15

I think that PC 6217 attended our home together with a colleague in order to speak with my son regarding telephone calls made to police earlier in the day about historic allegations of assault. I think that this Officer was accompanied by 'Steve' who had attended on the 21 March. They were very calm, gentle and careful in their discussions with our son. They advised him that he had 'done the right thing, and to relax about the matter now as they would investigate and get back to him as needed'. This was what he needed to hear and I know he slept well and was much brighter on the day after.

During all of the above I have been impressed by the way in which your Officers have managed to focus on the sick person, a member of the community who is none the less giving them extra work, but whose welfare they take very seriously. If my son was well enough I know he would echo my sentiments. As his family we are doing all we can to help him and we feel supported in that by the local police. Please convey our heartfelt gratitude and appreciation for all they have done to keep our son safe and minimise his distress of late.

Yours sincerely



Eileen Carter (Mrs)

Annex: 2 Letter from Rosemary & Cynthia Stuart

Dear Officers,

I am trying to locate an officer who helped my mother in Biggleswade on the 9th May in the morning.

My elderly mother was in the town and lost her keys. The officer stayed with my mother and called me to explain what had happened. She stayed with her until I got to Biggleswade. Luckily the officer also found the keys. We are so grateful and I cannot thank her enough for the time and kindness she gave to both of us at the stressful time.

I have called your control room to see who the local inspector is for the area but thought I would contact you to pass on my thank you. We were in such a state by the end I left without asking her name.

I know she is based from Biggleswade police station. Quite tall, young, blonde hair, big eyes, very pretty. I think she is a community officer as she was not wearing the normal black uniform

Please pass on our thank you if you do locate the officer.

I live in Bedford so I have not seen her before. Whoever she is, she is a great member of staff to the police force and we both will never forget the act of kindness she did for us especially my mother.

Thank you

Rosemary Green (Daughter)

Cynthia Stuart (Mother)

Bedfordshire Police

13 MAY 2015

Postroom
Headquarters

Annex: 3 Postcard from Susan & Pierrie Roberts

Unfortunately when he
looked through the window
he found Mr Matthews
dead on the floor.

He called the Police
and was amazed at the
speed your officers
responded.

So we would like
to thank these officers
for their kindness to our
son, and respect shown
to Mr Matthews

Yours Sincerely

Susan and Pierrie Roberts

Ewyn-y-Dan
Sarnau
Llandysul
Ceredigion
SA44 6QA
29/4/15

Chief Constable.

Dear Colette Paul.

I wish
to bring your attention to
the kindness and professionalism
shown to our son on 18/4/15.

The officers are bage No
6289 and a fellow officer
(Sorry I do not his bage No).

My husband asked our
son to check on a family
member that lived in
Kempston (63 Bunyan Rd)



TO:	JPS Governance Meeting
FROM:	Stuart Goodwin, Senior Accountant, Beds Police
TITLE:	JPS Revenue Budget 2015/16
DATE:	June 2015

Purpose:

To provide the board with the 2014/15 financial outturn position for all Joint Protective Services (JPS) units and to confirm the collaborated revenue & capital budgets for JPS across Beds, Cambs & Herts (BCH) for the 2015/16 financial year.

All figures quoted in the report exclude forensics budgets as these are not collaborated, however they are included in appendices for information purposes.

Executive Summary

Forecasts of outturn position for JPS units have been provided throughout the year. The final position is an underspend of **£5.028M**, split between the three Forces as follows; **Beds £1.375M, Cambs £1.617M & Herts £2.036M**. These amounts have been returned to each Force as part of the closure process.

A paper was presented to this board in February that was used to approve the JPS budget for 2015/16 at £47,074,700. The original paper stated that each Force's share of the overall budget would be subject to review once the net revenue budgets for each Force were known.

Prior to 31st March some decisions were made that reduced the overall JPS budget by £82,200 giving a revised budget of **£46,992,500** and now that each Force has finalised it's net revenue budget for 2015/16 this paper confirms the apportionment of the JPS budget between the **Beds (£12,745,700), Cambs (£15,014,100) & Herts (£19,232,700)**.

2014/15 Revenue Outturn (Appendix A)

The outturn position for each JPS unit is detailed in Appendix A resulting in a year end underspend position of **£5.028M**. A large underspend has been forecast for the majority of the year primarily as a result of the over provision in Police Pay, the number of vacancies experienced during the year and the significant income streams of the Camera Tickets & Collisions (CTC) unit. These have been documented throughout the year and this final position should come as no surprise to the Board.

Each Force has had its share of this underspend returned to them as part of the year end closure process as detailed in the executive summary and Appendix A. It is now up to each Force's Police & Crime Commissioner to determine how they deal with this underspend.

2015/16 Revenue Budget

Since the budget for Joint Protective Services was set in February 2015 three decisions have been made that combined reduce the overall budget for JPS by **£82,200**. As the final allocation per Force was subject to review once the net revenue budgets had been agreed it was decided to incorporate these changes into an updated budget paper.

This paper contains a further two appendices, Appendix B shows how the JPS budget has moved from **£47,074,700** to **£46,992,500** and Appendix C shows how the JPS budget is apportioned across the three Forces and the resultant allocation per unit per Force.

Budget Movements since Feb 2015 (Appendix B)

The following adjustments have been made to the JPS budget since it was set in February 2015. The decision was taken for ICT to manage all mobile phone budgets across Herts, Beds & Cambs, as a result of this **£80,900** worth of budget was transferred to the ICT department.

Historically the Roads Policing Unit included the funding for two posts that carried out Resource Management Unit (RMU) duties, following the request of the JPS Board these posts have been taken out (**£52,000**) and are now included in the appropriate RMU budget.

At the time of the budget approval the staff pay award was not known, this has now been confirmed as 2.2% covering the period of March 2015 to October 2016, the majority of this increase can be absorbed by JPS units but additional budget has been given to Scientific Services (**£39,900**) as based on their number of staff and low non-staff costs it was felt that they could not absorb this additional cost.

Additional work is currently being undertaken designed to review the fleet charges made by Cambs Police to JPS with the aim of aligning this to the methodology used by the Chiltern Transport Consortium. An update of this will be given as part of the on-going budgetary monitoring process presented to this board.

Budget Allocation (Appendix C)

Appendix C details how the budget for each unit is apportioned between the three Forces on a combination of demand data contained in the original business and the net revenue budget of each contributing Force. This then shows how the resultant budget for each unit is allocated between each Force, rounded to the nearest £100.

JPS Capital Programme

No changes are proposed to the Capital Programme for JPS approved in February as detailed below.

JPS Capital Programme	£'000
Beds	73
Cambs	94
Herts	133
Total	300

However, approval has been granted to finance vehicle purchases for the CTC unit from its own revenue contributions in 2015/16.

Recommendations:

That the JPS Governance Board approves proposed changes to the 2015/16 revenue budget for JPS along with the apportionment rates to be used.

BCH JOINT PROTECTIVE SERVICES 2014/15
REVENUE OUTTURN

Note		Full Year Budget £	Outturn £	Variance £
	BCH Protective Services Command	650,600	656,685	6,085
	Total Protective Services Command	650,600	656,685	6,085
1	BCH Camera Tickets Collisions	700,100	-1,543,552	-2,243,652
2	BCH Roads Policing unit	14,683,500	14,083,679	-599,821
	BCH Dogs Unit	2,693,800	2,771,713	77,913
3	BCH Armed Policing Unit	8,006,800	7,113,424	-893,376
4	BCH Ops Planning Support Unit	1,077,700	914,373	-163,327
	BH Resilience	240,100	224,511	-15,589
	Total Protective Services Uniform	27,402,000	23,564,148	-3,837,852
	BCH CT & DE	1,788,900	1,548,510	-240,390
5	BCH Scientific Services**	8,662,700	8,353,640	-309,060
6	BCH Major Crime	9,997,200	9,350,678	-646,522
	Total Protective Services Crime	20,448,800	19,252,828	-1,195,972
	TOTAL JOINT PROTECTIVE SERVICES	48,501,400	43,473,661	-5,027,739
	Bedfordshire Share	13,039,400	11,664,237	-1,375,163
	Cambridgeshire Share	15,571,100	13,954,229	-1,616,871
	Hertfordshire Share	19,890,900	17,855,195	-2,035,705
	BUDGET SHARES	48,501,400	43,473,661	-5,027,739
	Beds Forensics	649,800	479,076	-170,724
	Cambs Forensics	894,500	542,449	-352,051
	Herts Forensics	862,000	745,563	-116,437
7	FORENSICS**	2,406,300	1,767,088	-639,212

Notes

- 1 **Camera Tickets Collision** - showing a year end underspend of £2.244M, this is primarily due to income from the courts not being budgeted for at the beginning of the year along with an increased forecast for speed awareness income.
- 2 **Road Policing** - report an underspend of £0.600M, the majority of this relates to police pay (see main body of the report).
- 3 **Armed Policing** - report an underspend of £0.893M, the majority of this relates to police pay (see main body of the report) and mutual aid income relating to the Commonwealth Games and the NATO Summit.
- 4 **Ops Planning** - vacancies within the unit.
- 5 **Scientific Services** - estimated underspend as a result of the unit's restructure.
- 6 **Major Crime** - an underspend variance of £0.647M, primarily due to unanticipated mutual aid income from Essex re Op Echo and recruitment slippage.
- 7 **Forensic Submissions** - an underspend variance of £0.639M across the three forces, this is predominantly due to Cambs budget level still be inconsistently high compared to Beds and Herts. Cambs to review in preparation for setting the 2015/16 budget.

Joint Protective Services - Budget Movements since Feb 2015

	Approved Budget 15/16 (JPS Gov Board, Feb 15)	Mobile Phone Budgets transferred to ICT	Removal of RMU Posts	2.2% Pay Award	Revised Budget 15/16
	£	£	£	£	£
PS Command	644,200	-1,000			643,200
Camera Ticket Collisions	0	-10,800		10,800	0
Roads Policing	14,592,300	-20,400	-52,000		14,519,900
Dogs	2,657,500	-3,600			2,653,900
Armed Policing	7,871,000	-14,300			7,856,700
Ops Planning Support	965,600	-4,600			961,000
Resilience	242,400	-1,100			241,300
Total Protective Services Uniform	26,328,800	-54,800	-52,000	10,800	26,232,800
CT & DE	1,727,400	-2,600			1,724,800
Scientific Services (inc. VE)	8,513,400	-8,200		39,900	8,545,100
Major Crime	9,860,900	-14,300			9,846,600
Total Protective Services Crime	20,101,700	-25,100	0	39,900	20,116,500
Total Joint Protective Services	47,074,700	-80,900	-52,000	50,700	46,992,500
<i>Forensic Submissions - Beds</i>	<i>605,900</i>		<i>0</i>	<i>0</i>	<i>605,900</i>
<i>Forensic Submissions - Cambs</i>	<i>550,000</i>		<i>0</i>	<i>0</i>	<i>550,000</i>
<i>Forensic Submissions - Herts</i>	<i>862,000</i>		<i>0</i>	<i>0</i>	<i>862,000</i>
Forensics	2,017,900	0	0	0	2,017,900

Joint Protective Services - Budget Allocation 2015/16

	Beds	Cambs	Herts	Total	2015/16 Budget	Beds	Cambs	Herts
	% Share	% Share	% Share	%	£	£	£	£
PS Command	24.42	31.20	44.38	100.00	643,200	157,000	200,700	285,500
Camera Ticket Collisions	25.44	32.09	42.47	100.00	0	0	0	0
Roads Policing	22.86	32.92	44.22	100.00	14,519,900	3,319,200	4,780,000	6,420,700
Dogs	25.57	31.63	42.80	100.00	2,653,900	678,600	839,400	1,135,900
Armed Policing	34.74	30.28	34.98	100.00	7,856,700	2,729,400	2,379,000	2,748,300
Ops Planning Support	24.42	31.20	44.38	100.00	961,000	234,700	299,800	426,500
Resilience	35.50	0.00	64.50	100.00	241,300	85,700	0	155,600
Total Protective Services Uniform					26,232,800	7,047,600	8,298,200	10,887,000
CT & DE	38.47	36.12	25.41	100.00	1,724,800	663,500	623,000	438,300
Scientific Services (inc. VE)	25.83	31.40	42.77	100.00	8,545,100	2,207,200	2,683,200	3,654,700
Major Crime	27.12	32.59	40.29	100.00	9,846,600	2,670,400	3,209,000	3,967,200
Total Protective Services Crime					20,116,500	5,541,100	6,515,200	8,060,200
Total Joint Protective Services					46,992,500	12,745,700	15,014,100	19,232,700



Report to Eastern Regions Meeting

June 2015

ERSOU 2014/15 Outturn & 2015/16 Budget Update

1 Introduction

- 1.1 This paper details the outturn for ERSOU in 2014/15 and provides an update regarding the apportionment of the 2015/16 budget along with some high level budgetary pressures the unit will face during 2015/16.

2 Revenue Outturn 2014/15

- 2.1 Updates were provided during the year of the likely outturn of the unit and since August this has been reported as a small underspend after taking into account capital purchases.
- 2.2 The final outturn was **£8.480M** compared to a budget of **£8.565M**, an underspend of **£0.085M** equating to just under 1% of the net revenue budget after accounting for capital purchases made during the year. Accounting requirements determine that each Force will have to recognise their share of the ERSOU underspends in their own statement of accounts this year and each Force will be written to with the appropriate accounting entries. Table 1 below shows the share of the surplus each Force will receive.

Table 1 – 2014/15 Revenue Outturn, share of underspend

Force	Share of Underspend £'000
Beds	10
Cambs	13
Essex	19
Herts	18
Norfolk	14
Suffolk	11
Total	85

3 Update of 2015/16 Budget

- 3.1 The approved budget for ERSOU in 2015/16 remains at **£11.565M** as previously reported. However, when the budget was agreed apportionment rates for 15/16 were not available as we did not have up to date net revenue budget information for each Force. Now that this is available the allocation of budget between Forces is shown in table 2 below.

Table 2 – 2015/16 Budget, updated budget allocation

	2015/16						
	Beds £'000	Cambs £'000	Essex £'000	Herts £'000	N'folk £'000	S'folk £'000	TOTAL £'000
Original Allocation	1,646	2,121	568	3,006	2,394	1,830	11,565
NRE Adjustments	4	-14	-2	-9	+17	+4	0
Revised Allocation	1,650	2,107	566	2,997	2,411	1,834	11,565

- 3.2 Forces are reminded that these figures exclude the business cases that have been approved in principle at the 6 Chief's meeting on 30th April but require further work. This may see the introduction of Kent to ERSOU and move involvement from Essex, this should give further savings to the other 5 Forces.

4 Budget Monitor 2015/16

- 4.1 Budget monitoring reports will be presented to the regional on a quarterly basis and will include an estimate of the likely outturn of the unit.
- 4.2 We are still to be advised of the level of grant to be received by ERSOU and have worked on last year's figure of **£2.772M**. In the current climate there is every possibility that this may be reduced and if this is the case it will be reported as an in year variance.
- 4.3 Other pressures on the budget in 2015/16 include 50% of the cost of the ACC post that will cover CTIU & ERSOU, additional accommodation costs and ICT costs at Sixhills that were previously not charged to ERSOU. This along with the potential expansion of the unit will inevitably prompt the need for a review of the estate strategy. These pressures will be factored into the quarterly monitoring and forecasting process.
- 4.4 Currently an asset replacement programme is being developed, we will look to approve this along with the associated funding via the regional finance scrutiny group.

5 Recommendations

That the report is noted.

Report Author

Stuart Goodwin, Senior Accountant, Beds Police



TO:	Eastern Region Governance Meeting
FROM:	Stuart Goodwin, Senior Accountant, Beds Police
TITLE:	CTIU Budget 2015/16
DATE:	June 2015

Purpose:

The purpose of this paper is to inform the Governance Board on the revenue and capital outturn for 2014/15 along with the budgetary award from ACPO TAM for 2015/16 that includes the Counter Terrorism Intelligence Unit (CTIU).

Executive Summary:

The 2014/15 capital and revenue underspend equated to **£0.859M** representing just below 6% of the total grant of **£14.5M** awarded. This underspend was exacerbated by additional grant awards in quarter four despite underspends being forecast within the grant returns submitted to ACPO TAM.

In 2015/16 we have added the MANPAD grant to this report. The revenue & capital grants awarded to Bedfordshire Police from ACPO TAM equate to **£15.6M** covering CTIU Group 1, CTIU Group 2, CTSA's and MANPAD's.

Bedfordshire Police will monitor these budgets during the year and submit returns as prescribed by the grant terms & conditions on behalf of all contributing Forces.

Introduction:

The CTIU is a regional unit covering Beds, Herts, Cambs, Essex, Norfolk & Suffolk policing areas. The funding of this unit is via a number of grants administered by ACPO TAM.

The outturn position of **£13.6M** compared to the year end grant award of **£14.5M** is detailed in Appendix A. From quarter three an underspend was forecast and reported to ACPO TAM but despite this, additional grant was awarded in quarter four exaggerating the underspend position.

The grant received by Bedfordshire Police from ACPO TAM equates to **£15.599M** and is broken down in the table below.

Detail	CTIU Group 1	CTIU Group 2	CTSA's	Luton MANPAD's	Total
	£'000	£'000	£'000	£'000	£'000
Original Grant Award (revenue)	10,955	2,835	756	282	14,828
Original Grant Award (capital)	335				335
Additional Award (capital)				70	70
Additional Award (Covert Operations)	366				366
Revised Grant	11,321	2,835	756	352	15,599

Included in this year's grant allocation is an additional **£0.478M** equating to 14 full time equivalents (FTE's) by year end due to the increased threat from Syria & Iraq. We have also lost 1 post as a result of the priority based budget process introduced last year.

In total the grant gives funding for **197 police posts and 61 staff posts** as detailed on Appendix B.

CTIU Group 1 contains the former funding streams relating to CTIU Revenue & Capital, DSP Ports (Essex), DSP RPCO, Prevent (Essex), Prisons Intelligence and Chanel & Intervention.

Group 2 contains funding for DSP Ports & Prevent (Beds, Cambs & Herts). By amalgamating these former ring-fenced grants the unit is afforded more flexibility around the use of its resources.

East CTSA includes the funding for 20 posts across the region and we have included the Luton MANPAD grant in this report so as to include all grants included within the agreement between the Home Office and Bedfordshire Police.

The current grant awarded is **£0.436M** greater than the original award as a result of an additional award of **£0.070M** for an unmanned aerial vehicle (UAV) but we have already been asked to put the procurement on hold while the Demand, Risk & Resources (DRR) review of efficiency is applied to the MANPADs budget. We were also awarded an additional **£0.366M** for specific covert operations.

Grant Returns

Grant returns covering both revenue and capital spend will be submitted on a quarterly basis as per the grant terms & conditions. This process supplements the on-going budget monitoring that is carried out within the unit, gives ACPO TAM the assurance that the grant they award is being utilised in an appropriate manner and triggers the payment process of the grant.

Capital Programme

Included in these figures is an allocation of **£0.405M** for capital spend. This represents the capital programme for 2015/16 and includes £0.210M for vehicle replacement, £0.070M for the UAV mentioned above, £0.090M for equipment and £0.035M for building works at Harwich.

Recommendations:

That the report be noted.

CTIU Grant Returns

	CTIU Group 1 £	CTIU Group 2 £	CTSA's £	Total £
Original Notification	10,537,168	2,694,024	846,778	14,077,970
Pay award (held back)	-35,907	-14,595	-5,075	-55,577
Capital Slippage b/f	60,948			60,948
Additional Award (capital)	65,579			65,579
Non Devolved Operational Fund	5,217			5,217
Approved Budget (Q1)	10,633,005	2,679,429	841,703	14,154,137
Vacant Office Space (Sixhills)	150,000			150,000
Training Requirements	19,184		18,700	37,884
Non Devolved Operational Fund	1,907			1,907
Approved Budget (Q2)	10,804,096	2,679,429	860,403	14,343,928
Non Devolved Operational Fund	12,006			12,006
DSU co-location	47,700			47,700
Airwave replacement body kits	21,250			21,250
Approved Budget (Q3)	10,885,052	2,679,429	860,403	14,424,884
Apolo Enabling Site, Intrusion Alarms	22,558			22,558
ICT replacement costs	57,000			57,000
Approved Budget (Q4)	10,964,610	2,679,429	860,403	14,504,442
Estimated Outturn (Q4)	10,305,383	2,627,312	712,682	13,645,377
Variance	-659,227	-52,117	-147,721	-859,065
Revenue	-673,283	-52,117	-147,721	-873,121
Devolved Operational Fund	130,228			130,228
Non Devolved Operational Fund	-1,875			-1,875
Capital	-114,297			-114,297
	-659,227	-52,117	-147,721	-859,065

ACPO TAM - Grant Funded Posts 2015/16

	CTIU Group 1	CTIU Group 2	CTSA's	MANPAD	Total
Officers					
Sup't	1				1
Chief Insp	4				4
Insp	6	2			8
Sgt	22	7.6	1	1	31.6
Constable	110	36.4	3	3	152.4
	143	46	4	4	197
Staff	38	7	15	1	61
Total	181	53	19	5	258

REPORT TO THE POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE

Date	15 June 2015	Report No	
-------------	--------------	------------------	--

Title
Victims Commissioning

Purpose
To provide an update on Victims Commissioning

REPORT
<p>1. Introduction</p> <p>Victims commissioning work has evolved since the discussion paper presented to the Board by the former Policy Director, Simon Bullock in December 2014 and the report presented to the Police and Crime Panel in April 2015. The strands of the victims commissioning work include an on-going needs assessment in order to identify gaps and to provide an evidence base for the development of the PCC's Victim Commissioning Strategy, the SSTV East Contract with Victim Support which provides for police and self-referrals of victims of crime for victims services, the eventual commissioning of local services for victims and the on-going development of a Bedfordshire Victims Services Partnership.</p> <p>2. Needs Assessment: Towards developing an evidence based Commissioning Strategy</p> <p>2.1 In order to prepare for the full commissioning of services, the PCC has commissioned research on victims' needs as well as a gap analysis of victims' services in the county. The analyst hired to undertake some of the gap analysis and research completed his contract at end of May, 2015. During his time with the PCC, the analyst also supported the work of an independent consultant hired to complete the needs assessment which was commissioned in 2014/2015, but not delivered, by Northampton University.</p> <p>2.2 There will be a launch of the new needs assessment at the Rufus Centre on the 23rd of June, 2015 for statutory and voluntary partners as well as individually with each Community Safety Partnership (CSP). The purpose of a formal launch is to reassure partners about the PCC's commitment to gaining a better understanding of the gaps in victims services across the county and to increase victims' services providers participation in the needs assessment since one of the issues with previous needs assessment work was that many agencies did not respond to previous requests from this office for data. Another purpose of the launch is to give partners an opportunity to network with each other and members of the OPCC.</p>

2.3 To date the Chief of Staff has presented an introduction to the needs assessment at the CSP meetings of Bedford and Central Bedfordshire.

2.4 Additionally, existing reports had already highlighted some of the gaps in victims' services. This information has been reinforced by workshop events held by the PCC's office with partners in 2014-2015.

2.5 Also, a recent HMIC report into the Force's approach to Domestic Abuse has highlighted gaps in service provision to victims and the need to smooth the victim's pathway through the system. Ongoing needs analysis will continue to be undertaken with the support of consultants until the new Commissioning and Programme Manager takes up their post. The needs assessment will be completed in September 2015.

3. Developing a Commissioning Strategy

3.1 The plan is to develop a commissioning strategy for 2015-2016 based on this needs assessment.

3.2 The Commissioning Strategy will be developed by the new Commissioning and Programme Manager who will take up her post on July 13th 2015 and it is anticipated that the a draft of the strategy will be presented to the Strategic Board for consideration in October.

3.3 This post was developed in recognition that the office needed more in-house commissioning expertise and programme management experience going forward to ensure the most strategic, effective, efficient and transparent delivery of commissioning services to the county.

3.4 Both the Senior Project Officer and Project Officer posts are currently being advertised. The closing date for these posts was the 12th of June. Even though the new Programme and Commissioning Manager doesn't take up her post until the 13th of July she has agreed to help short list and to sit on the interview panel for both of these posts. The hiring of these staff members was delayed until now as it was important to secure her involvement before hiring for these posts (part of the staff restructure) since she will be their line manager and it was important for her to have a say in hiring her team. The interview dates are the 19th and 22nd of June.

4. MoJ Funding for Victims Commissioning

The total MoJ grant to the Bedfordshire PCC for victims' commissioning for FY2015-2016 is £697,746. This amount is to be allocated as follows:

- £530,353 is for Victims' Services. £265,178 of this will go to Victim Support for referral services under the SSTV East Contract. The remainder of this money will be allocated to grant funding for 2015/2016

for local projects as well as towards the continuation of enabling the move to the commissioning of local services through capacity building with the VSCE sector and other partners in 2016/2017

- £141,428 to commission victim-led Restorative Justice (RJ) projects
- £14,916 for Sexual Violence/Domestic Violence
- £11,049 for PEA

5. SSTV East: Referrals

5.1 The PCC has decided to commission Victim Support (VS) as part of the SSTV East Consortium to provide victims' referral services as part of the SSTV East Framework. Under this new contract, VS will continue to receive referrals from the police and offer support to victims of crime in Bedfordshire

5.2 Due diligence on the contract has been conducted and we have signed the contract and are waiting for Victim Support to return their signed copy to us. The contract was referred to the Procurement Department which went over the contract in detail before the PCC signed it.

5.3 In the interim a letter of intent has been signed with VS to guarantee service provision from 01 April 2015 when the old contract with Victims Support expired.

5.4 The new service began on 1st of April 2015 and we are still awaiting a report from VS regarding their first month of data. Other members of the consortium have reported they are also awaiting the data and the consortia are considering joint action to work with VS to ensure this data is produced and fit for purpose.

6. Local Victims Service and the Bedfordshire Victims Services Partnership (BSVP)

6.1 In compliance with the MoJ's intent and provision of funding in 2014/2015 to develop the local capacity and capability of potential providers of diverse victims' services from the VCSE sector, the Commissioner initiated the creation of a new BVSP.

6.2 This partnership was formed through a series of meetings in 2014/2015 initiated and funded by the Commissioner (through 2014/15 MoJ funding provided to help PCCs with the transition to commissioning victims services) with representatives of victims' service providers, particularly those from the VCSE sector.

6.3 However, because the BVSP was still in the process of developing its constitution and terms of reference as of April 1st when the transition to PCCs commissioning of victims services took place, the PCC was not able to commission local victims' services in 2015/2016 in the way it was initially envisioned by the former policy director in the discussion paper presented in the 3rd December 2014 strategic board meeting. Instead the PCC has made a decision to administer the 2015/2016 MoJ funding through a grant

application scheme whilst still continuing to work with the BVSP to develop its capacity to ultimately function as a bidding consortium of VCSE agencies and others.

6.4 The BVSP has drawn up a draft project plan that will be the first step towards forming a bidding consortium. Once the partnership has completed its constitution and terms of reference, the PCC will draw up an MOU with the partnership expressing his commissioning intentions which will be drawn up as part of his Commissioning Strategy.

6.5 The partnership, with the consent of the PCC, has already agreed that VS, a member of the consortium, will be the prime contractor for the consortium going forward. The PCC recognizes that this consortium, when formed, will openly compete with other service providers for victims' services contracts worth more than £10,000.

6.6 Additionally, it has been agreed with the BVSP Board that a member of the OPCC staff should sit on this Board. Until the Programme and Commissioning Manager takes up her post, this representative has currently been the Chief of Staff.

7. 2015/2016 Grants process for the provision of local victims' services

7.1 The application process, application forms and grant criteria were published on the PCC's website in early May and applications are steadily coming in to the PCC.

7.2 Applications are currently being received and documented by the temporary senior project officer. At the moment no firm closing dates have been set for applications as the current plan is to accept applications on a rolling basis as they come and as projects and priorities are identified.

7.3 It is envisioned that the initial applications will be reviewed and approved for funding in early July.

7.4 Applications will continue to be accepted on a rolling basis after this as it is envisioned that the needs assessment research will identify and inform future applications to this fund.

7.5 The goal is to spend the entire MoJ grant funding by 31st March 2016 as stipulated in the MoJ Grant agreement signed by the PCC.

Recommendations

That this report and the decisions made around victims commissioning be noted.

Background/Supporting papers

1. ***Getting it right for Victims and Witnesses*** – Original consultation paper:

https://consult.justice.gov.uk/digital-communications/victims-witnesses/supporting_documents/gettingitrightforvictimsandwitnesses.pdf

2. **Getting it right for Victims and Witnesses** – government response paper:
<https://consult.justice.gov.uk/digital-communications/victims-witnesses/results/a-gov-response-getting-right-victims-witnesses.pdf>

3. **Victims' Services Commissioning Framework:**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/203979/victims-services-commissioning-framework.pdf

4. **Victims' Code of Practice:**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/254459/code-of-practice-victims-of-crime.pdf

5. **EU Directive** (UK has opted in to and becomes law from 01 October 2015):
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32012L0029&from=EN>

Contribution to the Police and Crime Plan

The commissioning of victims' services contributes to creating confident communities and preventing crime.

Implications

1. Strategic Risk Implications:

- Ability to engage and effectively work with partnerships to deliver outcomes to build confident communities is impacted (SR3, SR5)
- The outcomes of the police and crime plan are not delivered: the PCC may fail to build confident communities and deliver crime (SR3, SR5, SR7)
- Failure to deliver open transparent commissioning of Victims Services may result in damage to the reputation of the Office of the Police and Crime Commissioner is damaged (SR8)
- If commissioning is ineffective then the PCC may fail to build confident communities and prevent crime

2. Financial Implications

If the MoJ Grant is not fully allocated and spent by 31st March 2016, the PCC will have to return any of the unspent monies to the MoJ. This might impact on the future level of MoJ grants to the PCC for victims commissioning going forward.

3. Equality and Human Rights Implications

None

4. Legal Implications

The PCC is legally obligated to commission victims services in an open and transparent manner and to give a transparent account to the MoJ and to the public as to how the 2015/2016 MoJ grant is being spent.

5. Regional/Collaborative Working Implications

None at the moment, but the office is continuing to stay abreast of the Victims Commissioning work being done in Hertfordshire and Cambridgeshire and is aware of the potential to collaborate on this area of work in the future.

Public Access to Information

Information in this report is subject to publication under the Freedom of Information Act 2000 and other legislation. Any information that should not be made publically available should be included in an appendix to this report and the reason for restriction given.

Is any 'restricted' information appended to this report? No
If 'yes' please advise reason for restriction.

Report Author	Chief of Staff
Date of report	15 June 2015

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE

Date	02 April 2015	Report No	Item 6
-------------	---------------	------------------	--------

Title

Report on the Commissioner on the Victims Commissioning Process

Purpose

To provide the Police and Crime Panel with an update on the commissioning of support services for victims of Crime in Bedfordshire

Executive Summary

From October 2014, Police and Crime Commissioners became responsible for locally commissioning most of the emotional and practical support services for victims of crime. This change is part of the Government's strategy set out in *Getting it Right for Victims and Witnesses* (Ministry of Justice, January 2015) to improve services for victims with the aim to put victims at the heart of the criminal justice system.

Although PCCs became responsible for commissioning in October 2014, in order to prepare for commissioning, the Commissioner rolled over some MoJ funding to a number of existing services until 31 March 2015. These include Victims Support, Road Victims Trust, Safer Luton Partnership, Luton All Women's Centre and the NSPCC. Additionally, the PCC used interim MoJ funding to provide a grant to Shared/Hope for counseling services to victims of child sexual exploitation and a peer support project for victims.

In order to prepare for the full commissioning of services, the PCC has commissioned research on victims' needs as well as a gap analysis of the victims' services in the county. He hired a six month analyst from November who is undertaking some of the gap analysis and research. Additionally, existing reports already highlighted some of these gaps. This information has been reinforced by workshop events. Also, a recent HMIC report into the Force's approach to Domestic Abuse has highlighted gaps in service provision to victims and the need to smooth the victim's pathway through the system. Ongoing needs analysis will continue to be undertaken with the support of consultants until the new Commissioning and Programme Manager takes up their post. This post was developed in recognition that the office needed more in-house commissioning expertise and programme management experience going forward to ensure the most strategic, effective and efficient delivery of commissioning services to the county. This person has been hired and will take up their post upon vetting (which is currently taking six weeks due to a backlog).

The total MoJ grant to the Bedfordshire PCC for victims' commissioning for FY2015-2016 is £697,746. This amount is to be allocated as follows:

- £530,353 is for Victims' Services, £265,178 to go to Victim Support for referral services under the SSTV East Contract. The remaining amount will be allocated to enabling and providing the commissioning and delivery of local services including through the Bedfordshire Victims' Services Partnership once it is fully up and running.

- £141,428 to commission victim-led Restorative Justice (RJ) projects
- £14,916 for Sexual Violence/Domestic Violence
- £11,049 for PEA

From 01 April 2015 the Commissioner has agreed to commission victims' referral services through Victim Support (VS) as part of the SSTV East Framework. Due diligence on the contract is currently being undertaken which is expected to be completed and contract signed by mid-April. In order for services to continue until due diligence is complete, a letter of intent has been signed with VS to guarantee service provision from 01 April 2015 when the old contract with Victims Support expires. Under this new contract, VS will continue to receive referrals from the police and offer support to victims of crime in Bedfordshire.

Finally, in compliance with the MoJ's intent and provision of funding in 2014 to develop the local capacity and capability of potential providers of diverse victims' services from the VCSE sector, the Commissioner has instigated the creation of a new Bedfordshire Victims' Services Partnership team. This partnership was formed through a series of meetings initiated and funded by the Commissioner with representatives of victims' service providers, particularly those from the voluntary sector. This partnership has drawn up a draft project plan that will be the first step of forming a bidding consortium. Once the partnership has completed its constitution and terms of reference, the PCC will draw up an MOU with the partnership expressing his commissioning intentions. The partnership has already agreed that VS, a member of the consortium, will be the prime contractor for the consortium going forward.

Recommendations

That the panel note this report.

Background/Supporting papers

1. **Getting it right for Victims and Witnesses** – Original consultation paper:
https://consult.justice.gov.uk/digital-communications/victims-witnesses/supporting_documents/gettingitrightforvictimsandwitnesses.pdf
2. **Getting it right for Victims and Witnesses** – government response paper:
<https://consult.justice.gov.uk/digital-communications/victims-witnesses/results/a-gov-response-getting-right-victims-witnesses.pdf>
3. **Victims' Services Commissioning Framework:**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/203979/victims-services-commissioning-framework.pdf
4. **Victims' Code of Practice:**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/254459/code-of-practice-victims-of-crime.pdf
5. **EU Directive** (UK has opted in to and becomes law from 01 October 2015):
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32012L0029&from=EN>

Contribution to the Police and Crime Plan

The activity outlined in this report contributes to the delivery of the Commissioner's Police and Crime Plan and his ambition to build a Safer Bedfordshire.

Implications

1. Strategic Risk Implications

The OPCC Strategic Risk Register includes the risk that "If commissioning is ineffective then the PCC may fail to build confident communities and prevent crime." The Strategic Risk Register summarises the controls in place, the assurances given and the actions being continued to mitigate this risk. Consideration of strategic risks is a standing item on the agenda for the Joint Audit Committee for the Bedfordshire PCC and Bedfordshire Police.

2. Financial Implications

The PCC must comply with the grant conditions laid out by the MoJ. Any funds not spent on services commissioned and delivered by 31 March 2016 must be returned to the MoJ.

3. Equality and Human Rights Implications

None except those already laid out by The Victims Code of Practice and the EU Directive which ensure that the provision of victims' services go to the victims of the most serious crimes, those that are the most vulnerable and those who are subject to repeat victimisation irrespective of race, gender, religion, culture or other protected characteristics.

4. Legal Implications

The PCC must comply with all regulations around commissioning and procurement and adhere to the MoJ grant conditions. The new business and compliance manager with contract management experience, the new Commissioning and Programme Manager, and the Chief of Staff, will provide the necessary oversight to ensure the PCC meets all his statutory obligations as a Commissioner of Victims Services.

5. Regional/Collaborative Working Implications

Through the SSTV East Contract, the PCC is collaborating with four other counties in the Eastern Region which include Essex, Hertfordshire, Norfolk and Suffolk. Also, as the PCC continues to collaborate as part of the BCH alliance, it is anticipated that there will be additional collaboration with alliance partners, around the provision of Victims Services.

Report

1. Introduction

- 1.1 Since October 2014 the majority of emotional and practical support services for victims of crime have been commissioned locally by PCCs.

- 1.2 In order that critical services continue, many PCCs have rolled over MoJ funding to services which ceased at the end of October until the end of March 2015. This allowed the requisite research and planning to take place ahead of April 2015.
- 1.3 This report provides an update on the preparatory work undertaken by the PCC in relation to victims' commissioning and sets out the proposed approach.
- 1.4 In his letter of 12 February 2015, the Victims' Minister, the Rt Hon Mike Penning MP, notified all Police and Crime Commissioners of the total PCC 2015/16 budget allocation of £63.15m for the commissioning and/or provision of emotional and practical support services for victims' of crime. This includes £48m for victims' services, £12.8m for Restorative Justice services and £1.35m for services to victims of sexual violence and domestic violence.
- 1.5 From 01 April, PCCs will also be responsible for the commissioning/provision of the practical support measures currently provided by Victim Support and funded by Prisoners Earnings Act (PEA) receipts and a further £1m has been made available to PCCs for this purpose. Grant condition 2.2(i) of the 2015/16 Grant Agreement has been amended from that at 2.2(i) of the 2014/15 Grant Agreement to reflect this.
- 1.6 The total MoJ grant to the Bedfordshire PCC for victims commissioning is £697,746. This amount is to be allocated as follows:
 - £530,353 is for Victims Services, £265,178 to go to Victim Support for referral services under the SSTV East Contract. The remaining amount to be allocated to enabling and providing the commissioning and delivery of local services including through the Bedfordshire Victims Partnership once it is fully up and running.
 - £141,428 to commission victim-led Restorative Justice (RJ) projects
 - £14,916 for Sexual Violence/Domestic Violence
 - £11,049 for PEA

2. Appendices

Appendix A: Interim Operating Model

Appendix B: Target Operating Model (Phase 2)

3. Issues

Commissioning for Outcomes

- 3.1 The MoJ will continue to nationally commission a witness service, a homicide service, as well as support for victims of human trafficking, rape (through rape support centres) and some support for victims of domestic and sexual violence.
- 3.2 The MoJ commissioning framework is **outcome focused**. Therefore, rather than measure success against activity or output (such as how many victims have been

contacted or referred for assessment), success will be assessed against how a service has supported a victim to **cope and recover** and the results of that support.

3.3 Cope and recover outcomes form part of a wider support service for victims which will help ensure their wider needs are met. The framework sets out 8 categories of need in which support services should aim to have a positive impact for victims:

- mental and physical health;
- shelter and accommodation;
- family friends and children;
- education, skills and employment;
- drugs and alcohol;
- finance and benefits;
- outlook and attitudes;
- social interactions.

3.4 Additionally, those victims who suffer the greatest impact should be prioritised:

- **serious crime**, particularly violent crime, more often has far reaching consequences for victims,
- those who suffer from **repeat victimisation**, even with less serious crime, often feel a cumulative effect of the offences which can be devastating – especially if the victim was deliberately targeted,
- **vulnerable victims** will often need additional support to cope and recover from the consequences of crime.

Duties

3.5 The **Code of Practice for Victims of Crime (VCOP)** sets out **basic and enhanced entitlements** for victims. Basic entitlements are those that all victims will receive and include being treated respectfully, sensitively and without discrimination of any kind. This entitlement also extends to businesses that are victims of crime. The enhanced entitlements refer to those victims highlighted in the MoJ framework – i.e. victims of serious crime, those suffering from repeat victimisations and vulnerable victims.

3.6 The **EU Directive**, which the UK has opted into and which comes into force in November 2015, includes the basic entitlements from VCOP and adds in additional rights and obligations around better communication with victims, ensuring access to victims support services (including specialist support) and supporting the families of deceased victims.

3.7 The VCOP and the EU Directive set out legal requirements for a range of victim entitlements which include:

- Provision of information on and contact details of victims services
- Referral of victims to victims services

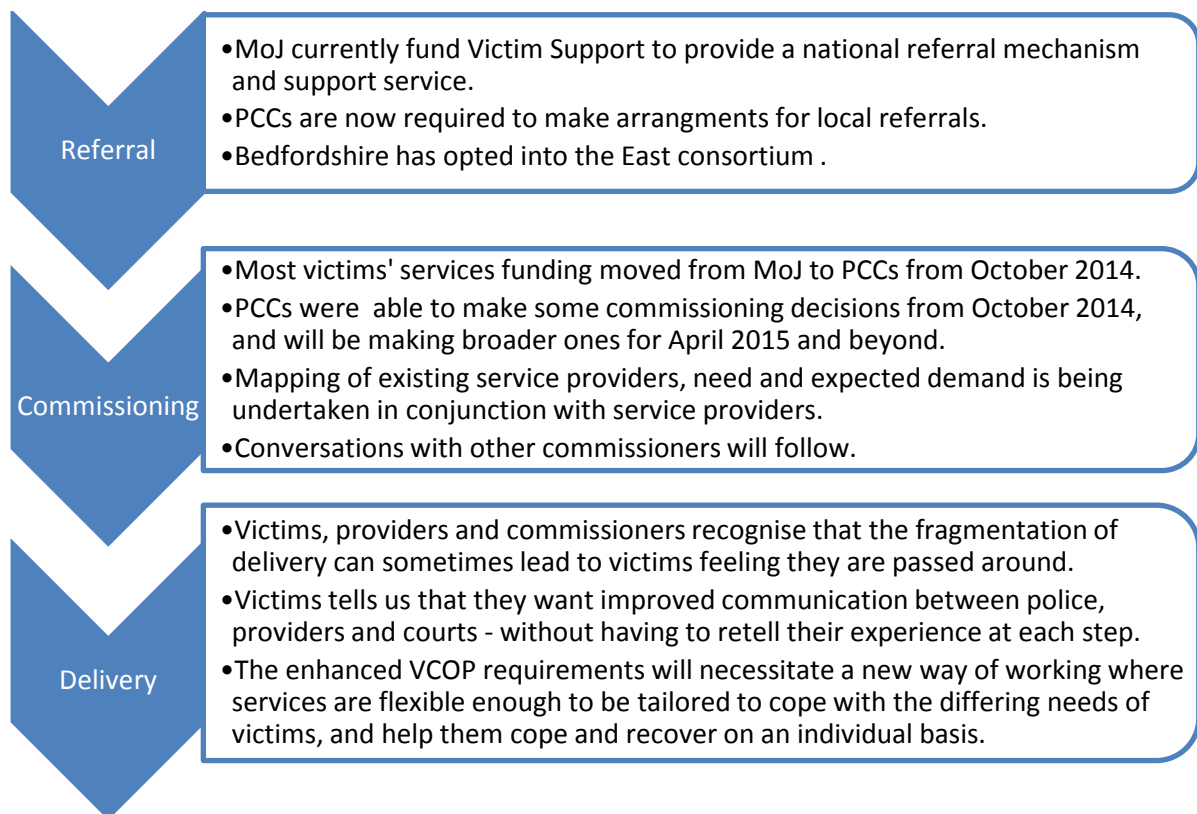
- Access to free of charge services in accordance with need (including needs assessment).

3.8 Victims will be supported regardless of whether or not they have reported the crime to the police which also ensures compliance with the new EU Directive.

3.9 Neither the Code nor the Directive prescribe how these entitlements should be delivered therefore it is up to the PCCs to decide locally what the structure will look at. Delivering a comprehensive service to victims across a large geographical area with growing diversity presents significant challenges; not just in terms of coverage but also the spectrum of victims needs which need to be met.

Work Programme

3.10 The victims commissioning work has 3 broad strands: **referral** of crimes to a victims' support service, determining what services should be **commissioned**, and how best these services should be **delivered**.



Referral

- 3.11 Until 31 March 2015, Victim Support had a national contract to receive referrals from police, and offer support to victims of crime. In Bedfordshire this means around 1100 to 1200 referrals per month, with around half being identified as suitable for a telephone needs assessment.
- 3.12 In early 2014 Bedfordshire joined an Eastern region consortium with four other Police and Crime Commissioners' offices (PCCs for Essex, Suffolk, Hertfordshire, Bedfordshire, and Norfolk) in order to explore options for a regional referrals mechanism. The regional consortium secured a consultancy, TONIC, to actively explore and evaluate options for addressing the 01 April 2015 deadline for when the PCCs become responsible for commissioning services for victims. The option chosen was modelled after the Surrey, Sussex and Thames Valley (SSTV) approach. (These three PCCs were early adopters who initially set up a consortium to contract as a region with Victim Support to handle their victims referrals.) The result is an outcome based framework, in line with the MoJ cope and recover outcomes.
- 3.13 Some of the additionality of the option chosen (the SSTV model) include:
- Ability to respond and provide specialist support to children, young people, vulnerable victims and victims of serious crime (through staff and volunteers)
 - Meet performance measures on contacting victims within 48 hours of referral
 - Greater flexibility to commission bespoke responses locally, such as ability to accommodate on-going collaboration work within Beds and Herts
 - More ability to capture outcomes measurement
 - Enhanced capacity building potential for training other agencies and developing peer and self-help opportunities
 - A more robust complaints and feedback system
 - Additional frontline staff and co-location of Victim Support staff (Info Officer Role) in police teams to improve data transfer and referral
- 3.14 Aside from the primary benefits of improved service delivery for victims within Bedfordshire, there are additional benefits around collaboration, including:
- Economies of scale in terms of buying power and value for money
 - Better opportunities for shared vision, aligned resources
 - Good knowledge sharing, encouraging learning and best practice, benchmarking, shared minimum standards
 - Better cross-border communications and inter-operability
 - Increased bargaining power as SSTV East is larger than bargaining as Bedfordshire alone
 - Strong contractual terms including performance, improvement and quality management
 - More security and stability for region
 - Less chance of postcode lottery
 - More chance of on-going regional innovation, performance

- 3.15 Finally, strong negotiation has bought the overall price of the contract down to levels which fit within the MoJ budget allocation for each Commissioner.
- 3.16 The Commissioner has agreed to opt into the SSTV East framework and due diligence work around contracting has begun.
- 3.17 Pending final due diligence, to be completed by mid-April, Bedfordshire, as part of the SSTV East Consortium will be contracting with Victim Support for the referrals piece of victims commissioning starting 01 April 2015. Meanwhile, until the contract is finalised, Bedfordshire have signed a letter of intent so that service to victims will not be disrupted after 31 March when the current arrangements with Victims' Support expired.

Commissioning

Research and gap analysis

- 3.18 Existing reports have highlighted the gaps that were understood to exist in victims' services in the county. This information has been reinforced by workshop events and a desktop mapping exercise. In addition, the recent HMIC report into the Force's approach to Domestic Abuse has highlighted gaps in service provision to victims and the need to smooth the victim's pathway through the system.
- 3.19 Initial research has highlighted the following gaps in service:
- Medium and low risk DV – victims have little in the way of services and there is a concern about capacity to deal with growing caseload
 - Sexual violence – currently a small number of services and limited capacity
 - Children and young people – currently few services other than a small number of very specialist providers
 - Vulnerable victims – for example those experiencing comparatively less serious crime but where there are other circumstances that also impact on the victim such as a possible hate crime; drug, alcohol, learning disability or mental health issues; or an elderly victim.
 - Victims of prolonged ASB – whilst ASB is not covered by MoJ grant funding due to it not being classified as a crime, the PCC has decided to also capture these victims within this wider work and ensure that links are made across to other funding sources and budgets.
- 3.20 The above list is not exhaustive. An interim PCC analyst has been in post since November, and as a first step sent out a questionnaire to current providers asking for basic details about the services provided. This gap analysis will inform the Commissioner's decisions about funding spend in the remainder of this year and beyond. Due to the nature of the VCSE sector which is comprised of many small

organisations, the relative infancy of commissioning in this sector, and the engagement from only certain providers, it has been difficult to build a true picture that would enable full commissioning intentions to be developed.

- 3.21 In addition to this the PCC retained Restorative Solutions to undertake a mapping of restorative justice activity across the county (they are also doing similar work for Cambs, Herts and Northants regionally). As per the MoJ steer, Restorative Solutions have made a recommendation about a possible RJ pilot, and the PCC has initially chosen to commission Well Springs to do a project in 2015/2016 for £31 K.

Commissioning approach and intentions

- 3.22 The PCC will take an evidence based approach to commissioning, ensuring that a comprehensive picture of victims' needs is achieved before full commissioning.
- 3.23 The PCC is working towards fully commissioned services, which will take account of the needs of victims and other commissioners, and the capability of providers.
- 3.24 In the interim period, the PCC will continue to grant fund on a competitive basis.
- 3.25 The ultimate aim is integrated co-commissioning with partners, sharing budgets where appropriate and co-design with service providers.
- 3.26 In line with the PCC's commissioning of other community safety services and the MoJ cope and recover requirements, commissioning will be based on key outcomes that can deliver real results for victims.
- 3.27 Any commissioned services will take into account the new Victims Code of Practice and EU Directive on victims.
- 3.28 These commissioned services should be flexible to allow tailoring to cope with the differing needs of victims, and help them cope and recover on an individual basis.
- 3.29 These include redesigning local pathways to ensure a victim centred approach from start to finish, preserving what works well, and building on the successful approaches already in place.
- 3.30 As work progresses, these initial intentions will need further exploration with both commissioners and providers to avoid overlapping services.

Next steps on commissioning

- 3.31 In 2014 the Ministry of Justice made a fund available to Commissioners for the local provision of Victims' Services, including limited un-ringfenced amounts for restorative justice and sexual and domestic violence.
- 3.32 This was to cover the six month period from October 2014 to March 2015 when the current MoJ funding ceased. There are a number of local service providers that are

currently funded nationally, who were affected by this. The PCC made the decision to continue to fund these organisations for the remainder of this year to ensure these funding gaps do not lead to a break in service provision. These organisations included Road Victims Trust, Safer Luton Partnership, Luton All Women's Centre and the NSPCC.

- 3.33 Additionally, the option of a pilot to test the strength of the local service providers' ability to form a collaborative delivery partnership has been agreed by the PCC. This pilot will start to bridge the gaps that have been identified (see 4.6) in areas such as medium-risk domestic violence (where there is an agreed, clear gap in provision) or services to vulnerable victims (where it is less clear what is needed, but it is acknowledged that services are lacking).
- 3.34 Therefore the PCC has funded Victim Support to recruit a Vulnerable Victims Case Worker, on the agreement that they co-fund a second post. These are fixed term posts until March 2016 and will offer an enhanced service to victims of crime that are assessed as being the most vulnerable.
- 3.35 In addition to this the PCC will explore options to co-commission additional restorative justice projects as part of BeNCH. BeNCH is the collaboration between Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire to provide integrated offender management.

Delivery

Supporting the VCSE sector

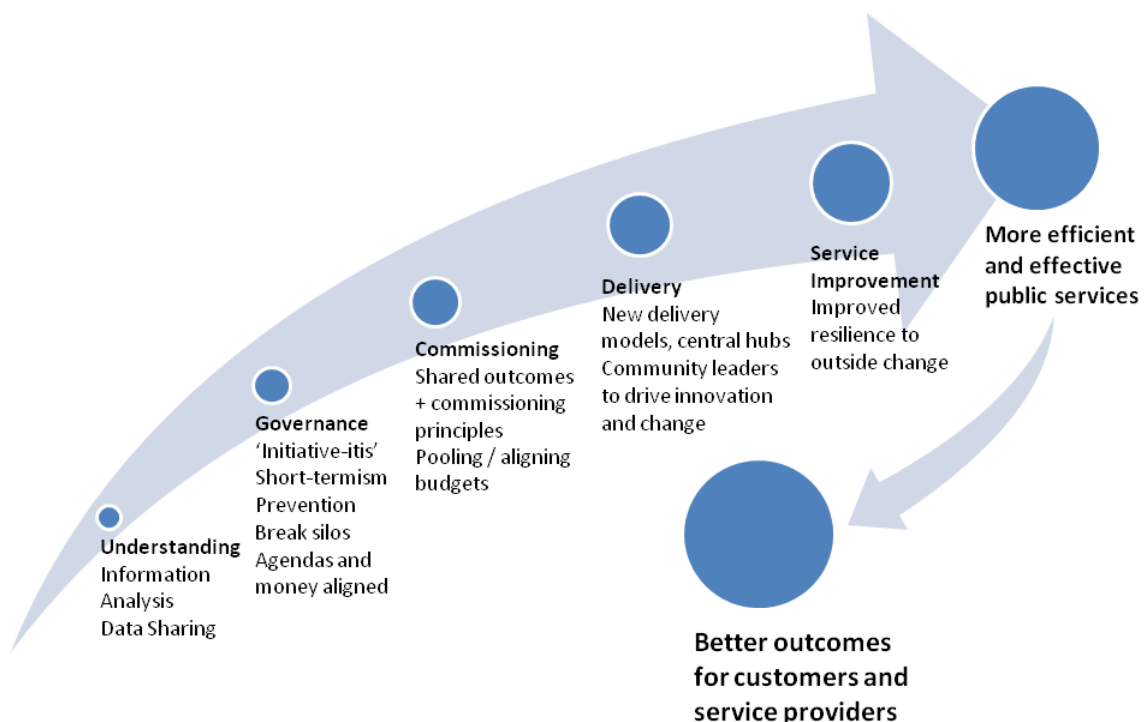
- 3.36 The Ministry of Justice has made available to Commissioners a fund to build the local capacity and capability of potential providers from the VCSE sector. A key deliverable here is to get the sector ready for the competitive tendering process that will be part of the commissioning cycle.
- 3.37 This fund has allowed the creation of a new Victims Services Partnership team, composed primarily of VCSE organisations. This team developed a draft project plan that will examine potential commissioning models, provider models, the development of a shared knowledge centre, and as a first step looked at opportunities for developing a bidding consortium. It will additionally seek to gain the benefit of best practice from other areas.
- 3.38 The Bedfordshire Victims' Services Partnership presented the PCC with a proposal that commissioning for the victims' services, for which he is responsible, be done through a prime contractor arrangement with Victim Support, working in alliance with and delivering services through the Bedfordshire Victims Services Partnership. Once the Bedfordshire Victims Partnership have finalised their Constitution and the terms of reference for its Board, the Commissioner will negotiate a Memorandum of Understanding with the Partnership setting out his commissioning intentions for the additional funding provided by the 2015-2016 MoJ grant for local victims services in

addition to referrals. The BSVP approach is informed by the work other force areas are doing.

3.39 This model meets the series of expectations the Commissioner laid out at the beginning of the year during the various events his office held with providers and stakeholders from victims' services. Briefly, these can be summarised as follows:

- Whilst there are significant success that should be recognised, we also should note that many of the same 'wicked issues' persist year after year
- Therefore we should: keep doing what is working, but also stop what is not, and identify different ways of tackling these issues
- The continued pressure on public spending means that it is critically important that partners work together to reduce costs by aligning resources
- Victims do not care about our organisational boundaries, and simply want to be able to access appropriate services.

3.40 Following on from these events, it was widely agreed that a new way of working together was needed to help deliver a better service for victims. This would be rooted in principles of shared understanding and prioritisation, partnership working under specific governance structures designed to facilitate joint commissioning, and integrated delivery leading to better outcomes. This approach is illustrate below:



3.41 The PCC's ambition in this area is significant. Despite the MoJ capacity building fund criteria being clear around developing the wider VCSE sector, other Commissioners

have chosen not to pursue the VCSE option and have instead transferred funds across to statutory organisations such as the police, or to larger VCSE providers like Victim Support without specifying that the work of smaller (and more specialist) providers will continue to be supported.

- 3.42 The PCC remains committed to helping existing VCSE providers to carry on providing victims' services, and at present the solution offered in Bedfordshire is unique amongst the other models known about elsewhere.
- 3.43 The Commissioner established a precursor fund to support the work of the Bedfordshire Victims Services Partnership ahead of formal contracting arrangements from MoJ funds given to the Commissioner in 2014 for capacity building
- 3.44 The first step in commissioning necessarily focuses on relationship between the PCC and existing providers. Over the coming year, the Commissioner will ensure that the Bedfordshire Victims' Service Partnership actively expand its membership to include statutory partners and commissioners.

Interim and Target Operating Models

- 3.45 For the pragmatic reasons listed below, the PCC has agreed that a phased approach to the Target Operating Model (TOM) is taken, and that an interim model is achieved by March 2015:
- Tight timelines – the budget covers the period from Oct 2014 to Mar 2015
 - Research gaps – a more complete analysis of relevant knowledge and data is required for a truly evidenced-based approach to commissioning. The PCC has hired a Commissioning and Programme Manager who will be driving this analysis and future commissioning for the office. This will include current grant funding for community safety projects as well. The objective is to move the Community Safety Fund grant funding to commissioning for 2016-2017. For 2015//2016 partners will need to apply to the CSF. Applications are being mailed out to service providers and advertised on the PCC website starting the week of 30 March with a deadline of 01 May for applications.
 - Lack of readiness in the VCSE – in order to ensure a level playing field across all potential providers work is being undertaken to ensure smaller VCSE providers providing crucial services are able to bid for commissioned work
 - Overcoming fragmentation – potential missed opportunities with other commissioners to pool resources and achieve joint agendas if we rush ahead
 - Changing landscape – there are risks to the sustainability of existing services for victims if decisions are made initially and then are changed based on new or emerging evidence.

- The plan going forward is to develop a more integrated approach that maximises the effectiveness and efficiency of commissioning for services for victims of crime which also more directly tie into the priorities of the PCC's Police and Crime Plan.
- 3.46 The interim model (see annex) is focused on themes and outcomes – e.g. a theme on developing the victim pathway and referral mechanism which will deliver better outcomes for victims through the actions bulleted.
- 3.47 Similarly, for example, commissioning capability will be increased by working with the VCSE to build skills, leading to a strengthened and more sustained local sector and ultimately an improved service, shaped and delivered by providers.
- 3.48 The TOM (see annex) is shown in pictorial form as this represents a broad, long term ambition that does not have a tightly defined set of objectives at this stage. At present this model is iterative and through the hiring of a Commissioning and Programme Manager the objective is for this model to be further developed and honed. This will include the development of tightly defined objectives, outcomes, and a rigorous performance framework for holding service providers to account for meeting the needs of victims of crime with the ultimate goal of helping them cope, recover and eventually, thrive.
- 3.49 This model has been developed to clearly demonstrate that the victim is at the heart of the service, and that quality, fully integrated services are wrapped around them encompassing everything from early intervention and prevention through to crisis care, all delivered through an integrated commissioning framework that will involve a mixed model of statutory and voluntary providers.
- 3.50 During the next two years (up to March 2016), it is envisaged that further progress towards the TOM will be made in relation to partnership working, and that the PCC will actively engage with partners to identify synergies across the local commissioning landscape to take this forward. The timeframe for the full achievement of the TOM, based on the baseline position, is ambitious due to the complexities and sheer numbers of partners involved in a victims' journey.

4. Conclusion

4.1 Commissioning is a complex process comprising three strands:

- Referrals
- Commissioning
- Delivery

4.2 Progress has been made on all three strands moving towards the TOM which in turn will continue to be further developed. This on-going development of the model includes the development of tightly defined objectives, outcomes, as well as designing a rigorous performance framework for holding service providers to account for meeting the needs of victims of crime with the ultimate goal of helping them cope, recover and eventually, thrive.

4.3 The Victim is at the centre of the Commissioner's concern and therefore his model and drives all that he does.

4.4 Further mapping and needs assessment work needs will be undertaken this year to better inform commissioning priorities

4.5 Capacity building amongst victims service providers will continue this year through the Victims Services Partnership.

4.6 Going forward, commissioning intentions and commissioning will be further aligned with the objectives and priorities of the Police and Crime Plan. The priority this year is to develop an integrated programme involving victims commissioning, projects funded by Commissioner's Community Safety Fund and all other projects and activities in order to deliver the objectives of the Police and Crime Plan; a) Confident communities; and b) to prevent crime.

4.7 All commissioning will adhere to the MoJ grant conditions and will comply with all relevant statutes governing commissioning and procurement as well as the VCOP and EU directive.

5. Recommendations

That members note this report.

Public Access to Information

Information in this report is subject to publication under the Freedom of Information Act 2000 and other legislation. Any information that should not be made publically available should be included in an appendix to this report and the reason for restriction given.

Is any 'restricted' information appended to this report?
If 'yes' please advise reason for restriction.

Report Author	Nanci Hogan
Date of report	02 April 2015





POLICE AND CRIME COMMISSIONER FOR BEDFORDSHIRE

JOINT OPCC/FORCE EXECUTIVE MEETING

MEETING DATE 4th December 2014 at 1200 hours

Bridgebury House

AGENDA

1.	Apologies	Chair
	FORMAL MEETING MATTERS FOR DECISION	
2.	Actions  OPCCFE Actions 13 11 14.docx	Staff Officer OPCC
3.	OPCC/Force Executive diaries	All
4.	Victims' Commissioning – long agenda item    OptionAppraisal_Victims Commissioning Updat- notes following con imsServicesEast_Neç	Policy Director
5.	Any other business Next Meeting - Thursday 8th January 2015 at 1200 hours TBC at meeting.	All

Attendees:

Chair: Police and Crime Commissioner, Olly Martins; Chief Constable Colette Paul; Deputy Chief Constable, Jon Boutcher; Assistant Chief Constable, Nigel Trippett, Chief Finance Officer, Philip Wells; Staff officer to the Chief Constable, Inspector Vicki Evans, OPCC Chief of Staff, Nanci Hogan; OPCC Policy Director and Deputy Chief of Staff, Simon Bullock; Staff Officer to the Police and Crime Commissioner, Inspector Bill Abram.