



# THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

## DECISION RECORD FORM

**REQUEST:**

To approve funding for a Victim Referral Services Project Manager

**Title:**

Victim Referral Services Project Manager

**Executive Summary:**

The proposal is to engage a project manager to research, analyse and develop an 'ideal' victims service framework for the Cleveland and Durham areas from 1st April 2016. The project manager will be directed by the Strategic Board and the Monthly Grant Review Board set up under the Grant Agreement for Victim Referral Services. The project manager will be required to operate with an appropriate degree of autonomy and ethical separation from Victim Support to ensure independence when investigating, auditing and delivering recommendations related to the projects and tasks given by the boards. Suitable provision has been made in the grant agreement to this effect. Further information can be found in the project proposal and grant agreement appended to this decision.

**Decision:**

To grant fund Victim Support £27,000 for the provision of a Victim Referral Services Project Manager.

**Implications:**

Has consideration been taken of the following:	Yes	No
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(If yes please provide further details below)

**Decision Required – Supporting Information**

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

Victim Support has also contributed £16,391 from fundraising reserves to contribute to this project and reduce the cost to each PCC's office. The PCC has sufficient funding available within the 2015/16 budget to support this proposal.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

Grant funding arrangement pursuant to s143 Anti-Social Behaviour, Crime & Policing Act 2014. Legal matters are catered for by the grant agreement.

**Equality and Diversity Implications**

None arise

**Human Rights Implications**

None arise

**Sustainability Implications**

None arise

**Risk Management Implications**

Risk management is addressed by way of the stipulations of the grant agreement and the parent grant agreement with Victim Support in respect of referral services.


**OFFICER APPROVAL****Chief Executive**

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed:  Date: 21/7/15

**Police and Crime Commissioner:**

The above request HAS / ~~DOES NOT~~ HAVE my approval.

Signed:  Date: 21/7/15

## **Cleveland and Durham Victims OPCC project proposal for 2015-2016.**

### **Background**

Victim Support has provided support in relation to research and analysis around victims throughout 2014-2015. Primarily, this work has been delivered by Verna Fee. Verna has also been supported by a project officer and a Lead Manager with input from Divisional Manager, Jo Parks.

Support provided throughout 2014-2015 has included;

- Management, delivery and co-ordination of Victims Strategic Planning Groups
- Coordination and support of sub groups as a result of Victims Strategic Planning Group (i.e. Hate Crime sub group)
- Development, support and reporting responsibilities relating to recently launched Soft Intelligence tool
- Dip sampling projects to monitor the victims' journey through Cleveland and Durham force areas and subsequent reports regarding analysis of process for victim referrals
- Development and project management of the Cleveland Victims Directory website

### **Proposal**

The proposal is to employ a project manager to research, analyse and develop an 'ideal' victims service framework for the Cleveland and Durham areas from 1<sup>st</sup> April 2016. The project manager will focus on impartial best practice guidance and recommendations.

The project manager will have a clear work plan from 1<sup>st</sup> April 2015 – 31<sup>st</sup> March 2016, focusing on projects designed to provide the OPCC offices with as much local information, research and analysis around victim need and victim support services.

The project managers projects and tasks will be directed by the Strategic Board and the Monthly Grant Review Board set up under the Grant Agreement for Victim Referral Services. The project manager will be required to operate with some degree of autonomy from Victim Support to ensure independence when investigating, auditing and delivering recommendations related to the projects and tasks given by the boards. This autonomy however is not to conflict with any contract of employment or professionalism required. This arrangement is to ensure impartiality is achieved with regards to future services. Both the PCCs and Victim Support will be able to meet with the project manager both jointly and unilaterally, and the project manager may be asked to spend much of their time based within either one of the PCCs offices, as required. For the avoidance of doubt, no contract of employment will be created between the project manager and/or team and the PCCs.

Victim Support is proposing that the Project Managers works 30 hours per week plus a Project Officer supporting the project of work for 15 hours per week plus guidance and support from Victim Support's Lead Manager and Divisional Manager.

The year's funding will begin with the Project Manager, Project Officer and Lead Manager, together with PCC's officers, developing a year-long work programme ensuring current work (Soft Intelligence annual report, Hate Crime Dip Sampling, maintenance of the Cleveland ongoing Directory, incorporation of Durham into the online Victims Services Directory) is scheduled early within the

year to allow enough flexibility to incorporate future aspirations of both PCC offices. It is anticipated that 2015-2016 will be a year of significant change and therefore both PCC's offices will require a great deal of research and support.

The work programme for 2015-2016 will be jointly agreed between Victim Support and the PCC's offices with regular review throughout the year, as priorities or circumstances change. Any significant time demanding new projects where the Project team are unable to deliver in the hours available within the agreed hours and funding will be discussed on a case-by-case basis and suitable solutions developed.

This proposal includes the previously agreed annual maintenance fee for the Soft Intelligence Tool and hosting fee for the online directory. Victim Support has also contributed £16,391 from our fundraising reserves to contribute to this project and reduce the cost to each PCC's office.

#### **Clear exceptions and boundaries of these project roles**

All of the roles mentioned in this proposal will have no involvement whatsoever in anything relating to commissioning, procurement or have any bias towards any particular agency. The dotted line management approach will ensure this commitment to impartiality is maintained at all times.

#### **Financial information**

Please see attached spreadsheet. Please note the inclusion of Divisional Manager hours and rent rates are not a duplication of any other pieces of funding. The Divisional Manager, Jo Parks, has had significant input in previous Project work and will continue to do so in 2015-2016.

#### **Contact details**

Jayne Forman

Lead Witness Service and Specialist Services Manager for the North East & North Yorkshire

Victim Support, 4 Longlands Road, Middlesbrough, TS4 2JL

Tel: 01642 832302. Email: [Jayne.forman@victimsupport.org.uk](mailto:Jayne.forman@victimsupport.org.uk)



# GRANT AGREEMENT

BETWEEN

POLICE AND CRIME COMMISSIONER FOR CLEVELAND

AND

POLICE AND CRIME COMMISSIONER FOR DURHAM

AND

VICTIM SUPPORT

FOR

VICTIM REFERRAL SERVICES PROJECT MANAGER

GRANT NUMBER/REFERENCE: - OPCCC-GRANT-0121

1<sup>ST</sup> APRIL 2015

## GRANT PARTICULARS

### Police and Crime Commissioner for Cleveland (CPCC) & Police and Crime Commissioner for Durham (DPCC)

<b>PCC</b>	Either or both of the Office of the Police and Crime Commissioner for Cleveland (CPCC) & the Office of the Police and Crime Commissioner for Durham (DPCC)
<b>Recipient</b>	Victim Support, Victim Support National Centre, Hallam Street, London, W1W 6JL, Charity Registration 298028, Company No. 2158780
<b>Grant Agreement</b>	The agreement between the PCC and the Recipient for the Purpose consisting of the following listed documents which shall be read as one document. In the event of any ambiguity, conflict or contradictions between the documents, the conflict will be resolved according to the following order of priority: <ol style="list-style-type: none"> <li>1. the Grant Particulars;</li> <li>2. the Grant Terms and Conditions;</li> <li>3. the Purpose;</li> <li>4. the Business Case</li> </ol>
<b>Commencement Date</b>	1 <sup>st</sup> April 2015
<b>Purpose / Service(s) / Specification / Description of Requirement</b>	Full details of the Purpose are provided in Schedule 1 of the Grant Agreement
<b>Victim Referral Service Project Manager</b>	Grant Agreement for the provision of a victim referral services Project Manager
<b>Grant Monitoring Arrangements</b>	A monthly report recording the delivery of the Purpose of the Grant in accordance with the Performance and Monitoring Requirements identified in Schedule 1  Financial reporting is to be submitted in accordance with Schedule 2
<b>Grant</b>	The " <b>Grant</b> " means the grant payable by the PCC to the Recipient under the terms of this Grant Agreement, the amount of which (the " <b>Grant Amount</b> ") shall not be more than from the CPCC and from the DPCC The payments will be made in accordance with the

	Payment Schedule	
<b>Payment Schedule</b>	<p><b>From CPCC</b>  £6,750  £6,750  £6,750  £6,750</p> <p><b>From DPCC</b>  £6,750  £6,750  £6,750  £6,750</p> <p>Recipient will contribute £16,391 from its fund raising to supplement the project costs.</p>	<p>30 June 2015  30 September 2015  31 December 2015  31 March 2016</p> <p>30 June 2015  30 September 2015  31 December 2015  31 March 2016</p>
<b>Funding Period</b>	means the financial year from 1 <sup>st</sup> April 2015 to 31 <sup>st</sup> March 2016	
<b>Grant Term</b>	1 year	
<b>Grant Termination Date</b>	31 <sup>st</sup> March 2016	
<b>Termination Notice Period</b>	Any unspent element of the Grant may be terminated at any time	
<b>Limitation of Liability</b>	Public Liability cap of £10,000,000 (ten million pounds) Professional Liability cap of £5,000,000 (ten million pounds)	
<b>Review intervals</b>	The PCC Authorising Officers will meet with the recipient every month in order to discuss delivery under the Grant Agreement.	

PCC for Cleveland Authorised Officers		
Name	Position	Contact Details
Joanne Hodgkinson	Governance Manager	01642 301635 Joanne.hodgkinson@cleveland.pnn.police.uk
Jonathan Whitley	Strategic Contracts Manager	01642 301263 Jonthan.whitley@cleveland.pnn.police.uk

PCC for Durham Authorised Officers		
Name	Position	Contact Details
Charles Oakley	Resources and Business Manager	03000 264 978 charles.oakley@durham-pcc.gov.uk

Recipient Manager		
Name	Contact Details	
Johanna Parks	07891 581946 01642 297000 Johanna.parks@victimsupport.org.uk	
Recipient Key Personnel		
Name	Position	Contact Details
Nicola Crawford	Lead Victim Service Manager	01388 664111 Nicola.crawford@victimsupport.org.uk
Verna Fee	Victim Referral Services Project Manager	Verna.fee@victimsupport.org.uk

Insurance	
Insurance type:	Minimum level
Employers Liability Insurance	As per Recipients operational requirements
Public Liability Insurance	£10,000,000 (ten million pounds)
Professional Indemnity Insurance	£5,000,000 (five million pounds)



SIGNED BY the duly authorised representatives of the parties on \_\_\_\_\_ 2015

SIGNED BY .....

duly authorised to sign for and  
on behalf of Victim Support -

SIGNED BY .....

duly authorised to sign for and  
on behalf of Police and Crime Commissioner for Cleveland

SIGNED BY .....

duly authorised to sign for and  
on behalf of Police and Crime Commissioner for Durham

## SCHEDULE 1 – PURPOSE

### 1 BACKGROUND

- 1.1 Victim Support has provided support in relation to research and analysis around victims throughout 2014-2015. Primarily, this work has been delivered by a small team within Victim Support. The team constituted a lead officer, a project officer and a Lead Manager with input from the Divisional Manager.
- 1.2 Support provided throughout 2014-2015 has included;
  - 1.2.1 Management, delivery and co-ordination of Victims Strategic Planning Groups
  - 1.2.2 Coordination and support of sub groups as a result of Victims Strategic Planning Group (i.e. Hate Crime sub group)
  - 1.2.3 Development, support and reporting responsibilities relating to recently launched Soft Intelligence tool
  - 1.2.4 Dip sampling projects to monitor the victims' journey through Cleveland and Durham force areas and subsequent reports regarding analysis of process for victim referrals
  - 1.2.5 Development and project management of the Cleveland Victims Directory website

### 2 PROPOSAL

- 2.1 The proposal is to provide project management services and delivery of projects ('the project services') to research, analyse and develop an 'ideal' victims service framework for the Cleveland and Durham policing areas from 1st April 2016. The parties envisage that the project services will primarily be provided by a single Project Manager, and that expression is used throughout this agreement; in the event that more than one person provides the project services, the expression 'Project Manager' shall be construed accordingly. The Project Manager will focus on impartial best practice guidance and recommendations.
- 2.2 Obligations of autonomy, ethical separation and confidentiality. The project services will be provided by way of a retainer with Victim Support which is discrete from the core Victim Referral Services arrangement and which
  - 2.2.1 Permits the Project Manager to operate with the necessary autonomy and ethical separation from Victim Support, to ensure that advice and assistance to CPCC and DPCC is objective; and
  - 2.2.2 Permits the project manager to maintain a relationship of proper professional privilege and confidentiality with CPCC and DPCC, in which regard the parties will enter into a suitable form of Confidentiality Agreement which respects both that

requirement and the requirement of good faith in the discharge of any contract of employment or contract for services between the Project Manager with Victim Support.

- 2.3 The Project Manager will have a clear work plan from 1st April 2015 – 31st March 2016, focusing on projects designed to provide the OPCC offices with as much local information, research and analysis around victim need and victim support services.
- 2.4 The Project Manager's projects and tasks will be directed by the Strategic Board and the Monthly Grant Review Board set up under the Grant Agreement for Victim Referral Services.
- 2.5 The professional autonomy in respect of the Project Manager is required in order to ensure independence when investigating, auditing and delivering recommendations related to the projects and tasks given by the boards. The Project Manager will be under the direction and control of the Strategic Board for the purposes of this retainer. The details of the work of the Project Manager and any documentation arising therefore may only be shared with CPCC and DPCC and may not be disclosed further without the consent of CPCC and DPCC. The team will be advised on cases by case basis when this is occurring. Victim Support will be kept informed of the nature of the tasks being undertaken in the discharge of this commission, but the detail of the work will remain confidential unless CPCC and DPCC agree otherwise on a case by case basis.
- 2.6 Victim Support will ensure that any contract of employment or commissioned service agreement/contract for services which support this project allows (either in its content or interpretation) for the Project Manager to abide by the obligations of autonomy, ethical separation and confidentiality set out at paragraph 2.2 and throughout this grant agreement. CPCC, DPCC and Victim Support recognise that these arrangements are necessary in order to ensure that no conflict of interest or significant risk of conflict of interest, arises for Victim Support in connection with any other current or potential commission from CPCC or DPCC.
- 2.7 Both the PCCs and Victim Support will be able to meet with the Project Manager/team both jointly and unilaterally.
- 2.8 The Project Manager/team may be asked to spend much of their time based within either one of the PCCs offices, as required to ensure privacy of certain types of information and products/reports delivered or reviewed. For the avoidance of doubt, no contract of employment will be created between the Project Manager and/or team and the PCCs.
- 2.9 Victim Support is proposing that the Project Manager works 30 hours per week on the project services and may be assisted from time to time by a Project Officer (for up to 15 hours per week) plus guidance and support from Victim Support's Lead Victim Service Manager and (where consistent with the obligations of autonomy,

ethical separation and confidentiality set out at paragraph 2.2) the Divisional Manager.

- 2.10 The year's funding will begin with the Project Manager, Project Officer and Lead Victim Service Manager, together with PCC's officers, developing a year-long work programme ensuring current work (Soft Intelligence annual report, Hate Crime Dip Sampling, maintenance of the Cleveland ongoing Directory, incorporation of Durham into the online Victims Services Directory) is scheduled early within the year to allow enough flexibility to incorporate future aspirations of both PCC offices. It is anticipated that 2015-2016 will be a year of significant change and therefore both PCC's offices will require a great deal of research and support.
- 2.11 The work programme for 2015-2016 will be jointly agreed (where consistent with the obligations of autonomy, ethical separation and confidentiality set out at paragraph 2.2) between Victim Support and the PCC's offices with regular review throughout the year, as priorities or circumstances change. Where a conflict of interest may arise, Victim Support will be consulted only in relation to the resources/capacity required in order to complete the piece(s) of work in question.
- 2.12 Any significant time demanding new projects where the Project team are unable to deliver in the hours available within the agreed hours and funding will be discussed on a case-by-case basis and suitable solutions developed.
- 2.13 This proposal includes the previously agreed annual maintenance fee for the Soft Intelligence Tool and hosting fee for the online directory. Victim Support has also contributed £16,391 from fundraising reserves to contribute to this project and reduce the cost to CPCC and DPCC (and therefore the public purse).

### **3 GOVERNANCE AND LEGISLATION**

- 3.1 Clear exceptions and boundaries of these project roles
- 3.2 All of the roles mentioned in this proposal will have no involvement whatsoever in anything relating to commissioning, procurement or have any bias towards any particular agency. The dotted line management approach will ensure this commitment to impartiality is maintained at all times.
- 3.3 Meeting structures governing Grant Agreement
  - 3.3.1 Weekly meetings of the Victim Referral Services Project Team consisting of but not limited to the Victim Referral Services Project Manager, PCC for Durham Resources and Business Manager and PCC for Cleveland Governance Manager
    - 3.3.1.1 The minutes will be taken on a rotational basis by one of the attendees of the meeting.
    - 3.3.1.2 The terms of reference will initially be: -

- Project oversight (Appendix 1)
- Review processes and procedures to drive continuous improvement
- Address issues relating to data quality
- Highlight reports on projects
- Future plans, aims and objectives
- Resolve disputes and review complaints and commendations

## Appendix 1 – Projects

The Police and Crime Commissioners for Cleveland and Durham (PCCs) have made clear their commitment to put victims at the heart of criminal justice processes. They are committed in their shared vision for the future of ensuring that every victim of crime and anti-social behaviour benefits from the best possible service according to their needs .

Too often the services received by victim are determined by crime type, we want to ensure that no matter what type of crime they have suffered from, victims feel that they get personal and professional support at times when they need to most.

We want to better identify our most vulnerable victims and focus our efforts on repeat victims to give them dedicated one to one support. We aim to reduce the confusion and often frustration that some victims have previously faced by receiving multiple contacts from different agencies.

The Solution: What will be different?

- Victims will receive tailored support to their individual needs and circumstances rather than crime type
- Repeat and vulnerable victims will receive one to one care from a victims advocate
- We want to ensure victims get the right support without them having to re-tell their story and relive their victimisation.
- Victims can choose to receive support at any point in their journey to recovery
- Victims are routinely offered the option of restorative justice and solutions
- Victims are routinely offered the option of restorative justice and solutions
- Providing a single point of contact will allow greater ownership of the whole victim journey from first reporting the incident to the police, throughout the investigation and criminal justice process and beyond.
- Refer and direct victims to relevant local support agencies or charities, giving the victims greater choice over the services they wish to receive.

The following Projects are to be delivered by the Recipient working in conjunction with the PCCs. The projects are: -

- Improving Victim Reporting Process
- Performance Management
- Develop a Multi-Agency Victims' Hub
- Implementation of Independent Victim Advocacy Model
- Protocols for Target Hardening

CLEVELAND AND DURHAM PCC