



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST: For Police and Crime Commissioner (PCC) approval

Title: Commissioning of a Victim Journey and Victim Portal Service

Executive Summary:

The Victims Code of Practice sets out the minimum rights, support, and information services the police and other criminal justice agencies must provide to victims of crime.

The National Policing Digital Strategy 2020-2030 and National Police Chief Council (NPCC) Contact Management Strategy highlights the need for modernised, technology driven engagement with the public. Outcomes from Victim Experience surveys and internal audits identify persistent challenges in providing timely updates to victims.

These national strategies, alongside the Victims and Prisoners Act 2024, require forces to modernise how they engage with victims and to fully comply with VCOP requirements. The proposed Victim Journey and Victim Portal solution supports these requirements by ensuring victims receive timely, accessible information and updates in line with VCOP, while reducing operational risk and inefficiency.

Victim Journey and Victim Portal Solution

Commercial companies have developed technology to provide messaging to victims using traditional marketing messages and the most commonly known is Salesforce and their Victim Journey solution. This includes proactive messaging to victims and also incorporates a portal to enable direct messaging from victims to the officer in charge of their investigation.

The NPCC, through its Digital Public Contact (DPC) programme has developed a National My Police Portal (NMPP) which is designed to transform how the public connects with their local force allowing them to access updates and communicate with their local force this replicates the commercial solution for portal and direct messaging. The technology supplied with Salesforce implementation required to enable the functionality of the NMPP portal.

Currently the force updates victims through labour-intensive methods (emails, personal attendance, and telephone calls), manually driven processes that rely heavily on officer capacity and victim-initiated contact. While systems such as NICHE and STORM enable recording and management of investigations, they do not provide a consistent, victim-faced digital experience. Over the years the force has undertaken incremental improvements and workforce changes; however, without a dedicated victim journey solution or portal, these approaches remain inefficient, and officer led.

The implementation of the Victim Journey and National My Police Portal (NMPP) represents a step-change rather an incremental enhancement, enabling the force to deliver functions that have historically been completed manually, inconsistently, or reactively.

Approximately 10% of calls received every day in the Force Control Room (FCR) are from victims requesting updates to crimes. Victims' satisfaction also reduces due to the lack of officer updates which often leads to dissatisfaction and complaints resulting in a lack of trust and confidence from victims.

There is a further 10% of calls received in the FCR from victims requesting updates to an arrival time by the attending officer.

The next step is for the force, with Office of the Police and Crime Commissioner (OPCC) oversight, to progress with the implementation of a Salesforce Victim Journey and NMPP Victim Portal solution, through a nationally supported procurement route.

This will involve:

- Onboarding Salesforce Victim Journey automation, and
- Implementing the National My Police Portal (NMPP) via the Single Online Home (SOH), using a parallel implementation model.

Expected Benefits

The force has considered a range of options and undertaken benchmarking with various forces across the country in relation to their implementation, benefits and lessons learned. Forces including Hampshire, Humberside, Sussex, Thames Valley, and Merseyside have implemented the Victim Journey and Victim Portal and are already seeing the following benefits:

- Reduction in 101 demand (10-15%)
- Significant reductions in follow-up calls (up to 61% for burglary and criminal damage)
- Improvement victim satisfaction (up to 50-90% in surveys)

The preferred option for the force is a parallel implementation of Salesforce Victim Portal and the National My Police Portal via Single Online Home, using the national frameworks and NPCC DPC support. This option has been selected for the following reasons:

1. Aligns with national strategy and good practice
 - Endorsed by the NPCC Digital Public Contact
 - Consistent with the Single Online Home vision
2. Is proven and low risk
 - Already implemented successfully in multiple forces
 - Demonstrable efficiency and satisfaction benefits
3. Delivers benefits faster
 - Parallel onboarding reduces delivery time
 - Accelerates VCOP compliance and demand reduction
4. Is cost-effective and sustainable
 - Avoids bespoke development and ongoing maintenance risks
 - Reduced licensing costs through SOH delivery
 - Access to national support, learning and future enhancements
5. Address force specific challenges
 - High volume of updated-related requests via 101
 - Inconsistent victim experience
 - Workforce capacity pressures

The implementation will move the force from a historically manual officer dependant victim communication to a consistent, automated, and victim-centred digital service that will:

- Deliver timely updates at key attendance and investigation milestones
- Improves compliance with the Victims Code of Practice (VCOP)
- Reduces demand on the Force Control Room (FCR)
- Enables secure two-way communication between victims and officers for those victims eligible to opt-in. This will be in addition to traditional methods and not a replacement for existing lines of communication/officer interaction.

Procurement

The National My Police Portal (NMPP) is being delivered through the NPCC Digital Public Contact (DPC) programme as part of the Single Online Home. BlueLight Commercial and NPCC have established a national procurement framework, reducing the need for local tendering and enabling forces to onboard at lower cost.

NPCC DPC are actively championing this solution as national good practice, with Cleveland Police able to align to the national operating model and influence future development.

The report appended to this decision notice confirms that:

- The preferred route is via existing national frameworks
- No bespoke or standalone procurement is required
- This significantly reduces commercial, delivery and sustainability risk

The purpose of this report is to advise the Police and Crime Commissioner of the procurement routes available and request acceptance of the methodology for commissioning this service.

Decision:

- That the PCC notes the procurement options available to commission the Victim Journey and Victim Portal Service.
- The PCC is asked to accept the recommendation of the Project Team to procure these services via a direct award from the compliant WYCA framework (for the supply of IT Hardware, Networking & Security Equipment and COTS Software (Framework Ref. 2821-2022). This is a Public Sector Framework hosted by the West Yorkshire Combined Authority for the Yorkshire and the Humber Police forces, the North East Region Police Forces, Cumbria Police Force and the College of Policing to use.
- The PCC is asked to approve the addition of £339,200 to the 2026/27 Capital Programme to fund the Capital costs of this project.
- The PCC is asked to note that budget to fund both the £339k Capital Expenditure and the recurring £185k licencing and managed service contract will be through staffing efficiencies within the Force Control Room (FCR).
- The PCC is asked to note that these savings will be made through the deletion of 9 posts. 8 that are currently vacant within the FCR, following 4 recent retirements/leavers, with the other vacant posts not going to be recruited to. These are expected to save £535k per year.
- The PCC is asked to note that further savings of £133k are expected after the implementation of the system through the deletion of 3 further roles within the FCR.

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|--|-------------------------------------|--------------------------|--|
| OPCC Lead Officer: Nick Eyley | | | |
| Contractor Details (if applicable): Softcat | | | |
| 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 Chief Finance Officer where the decision has financial implications)

The proposal to implement a Victims Portal will incur Capital costs of £339,200 which are broken down as per the below:

- Milestone 1: £75,000 (Target date start of July 2026)
- Milestone 2: £100,000 (Target date start of August 2026)
- Milestone 3: £100,000 (Target date mid-August 2026)
- Milestone 4: £25,000 (Target date Sept 2026) – Funded by DPC. The force will need to recover this amount directly from DPC.
- Milestone 5: £25,000 (Target date end of September 2026)
- Milestone 6 £14,200 (Go Live) (Target date October 2026)

In addition to this Capital Costs there are licencing costs are per the below:

| Contract Year | Revenue Costs | Notes |
|---------------|--------------------|--|
| 1 | £150,596.37 | Salesforce Licensing |
| 2 | £150,596.37 | Salesforce Licensing |
| 3 | £150,596.37 | Salesforce Licensing |
| 4 | £ TBC | Pricing is fixed for the initial term only |
| 5 | £ TBC | Pricing is fixed for the initial term only |
| Total | £451,789.11 | |

The total for the project over the three years **£790,989.11**.

There is also an additional £35,000 for a managed service contract which will be required on delivery of the project. **Taking the full costs to £825,989.11 across 3 years.**

The Force are proposing initial reduction of 9 staff within the Force Control Room which would save £535k, with a further saving of £133k once the system has been implemented and embedded. These funds will provide sufficient funding to pay for the full costs of the system as well as delivering further cashable efficiencies beyond simply meeting the system costs.

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

There are no legal implications arising.

Equality and Diversity Implications

Diversity and Equality Implications have been considered as part of this contract and associated specification development.

Human Rights Implications

There are no Human Rights Act implications arising from this report.

Sustainability Implications

Social Value Questions and Sustainability were included within the overarching Framework Competitive Process which may be realised on a national level and not necessarily offer Sustainability benefits for Cleveland (beyond the benefits this contract will directly deliver).

Risk Management Implications

There are no risks associated with the award of this contract.

OFFICER APPROVAL
Monitoring Officer

Signed



Date 08.05.26

Police and Crime Commissioner:

Signed



Date 08.05.26