

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE *DECISION RECORD*

To be completed in cases where a decision is required

DECISION OF POLICE AND CRIME COMMISSIONER

Date: 21/05/2018

Officers present: Paul Hindson (Chief Executive), Martin Henry (Chief Finance Officer for the PCC), Simon Down (Commissioning Manager)

Received in OPCC Date: 21/05/2018

OPCC Ref: Exe001018

Title: Awarding of Lots 1 and 2 of the Victim First procurement process

Summary of Issue:

The PCC has undertaken a re-tendering process for the Victim First and Target Hardening services (Lots 1 and 2 respectively). The procurement process has now been completed and the decision has been taken to:

- Award Lot 1 (Victim First) to Catch 22 (specification below as appendix one)
- Award Lot 2 (Target Hardening) to 24/7 Locks (specification below as appendix 2)

The contracts will both commence on the 1st August 2018 and will run for an initial period of 3 years with the option to extend each contract for up to a further 2 years.

The financial implications are:

Table 1.

Contract	Initial 3 year contract period (01/08/18 – 31/07/21) (£)	Optional extension period (01/08/21 – 31/07/23) (£)
Victim First	1,638,741	1,140,743
Target Hardening	270,000	180,000
Sub-totals	1,908,741	1,320,743
Total	3,229,484	

Recommendation(s) presented:

1. To award Lot 1 (Victim First) to Catch 22
2. To award Lot 2 (Target Hardening) to 24/7 Locks

Key discussion points

OFFICE OF PCC APPROVAL

Chief Executive or Chief Finance Officer:

I have been consulted about the proposal and confirm that appropriate advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner

Signature: 

Name: MARTIN HENRI

Date: 21.5.18

Publication Scheme

Decision of Monitoring Officer:

As Monitoring Officer for the Office of Police and Crime Commissioner for Leicestershire I have determined that:

It is appropriate to publish this record of decision made by the Police and Crime Commissioner : **Yes**

It is appropriate to publish the contents of the report proposing this course of action prepared by either of the senior post holders in the Office of the Police and Crime Commissioner for Leicestershire (i.e. either the Chief Executive or Chief Finance Officer) : **Yes**

It is appropriate to publish details of the decision by the Police and Crime Commissioner for Leicestershire : **Yes**

Signature: 

Name: ANGELA PERRY

Date: 21.5.18

Police and Crime Commissioner for Leicestershire

Having received the advice set out above and reviewed relevant documentation my decision in regard of this matter is:

Supported

Signature



Date: 21.5.18

Lot 1 Victim First (2018) Service Specification

1) Introduction

Becoming a victim or indeed witness of crime or high level anti-social behaviour can have a significant physical, emotional and financial impact. Whilst police officers are able to give some support to victims and witnesses (hereafter referred to as “victims” for brevity) as part of their broader role, specialist support is required to fully enable victims to cope and recover from the impact that the crime has had on them. The Victim First service is intended to be the primary service across Leicester, Leicestershire and Rutland (LLR) that provides this cope and recovery support (including restorative justice) to enable victims to move on positively with their lives.

The service will be based within the community, providing cope and recover services throughout the victim journey (from reporting of crime through to any court appearances, restorative justice and release of offender) and shall seek to build the resilience of the victim to avoid re-victimisation.

Victim First has been in existence since October 2015 and has established itself as a strong brand across LLR. The provider of the Victim First service will continue to use the Victim First brand and will be expected to grow its presence, awareness and reputation across LLR. This service (Victim First (2018)) will build on the existing service with expansion of provision to young people, increasing access to support and a greater community presence across LLR.

The service is being commissioned by the Leicestershire Police and Crime Commissioner (PCC) who is, in part, making use of Victims Grant funding from the Ministry of Justice. The Ministry of Justice (MoJ) are currently consulting on the potential of devolving further specialist victim services (such as the court based witness service). This contract is being set up in such a way that, should these further services be devolved within the life of this contract, they can be added to this contract by way of a mutually developed/agreed contract variation.

This specification forms an integral part of the contractual arrangements and provides the criteria by which service quality, efficiency and effectiveness will be monitored and evaluated by the commissioner.

2) Strategic Relevance

Cope and recovery support for victims of crime shall be delivered in line with the Code of Practice for Victims of Crime – MoJ - October 2015 (appendix 1) and any subsequent national guidance or legislation that might be issued over the course of the contract. Service delivery shall also

pay attention to, contribute to, and learn from, wider best practice and policy in relation to victims (including the LLR Victims Strategy which will be produced during the lifetime of the contract).

The Police and Crime Plan 2017-21 (appendix 2) sets out victim services as one of the PCC's top priorities. To summarise, the plan seeks to ensure that:

- Victims receive the best possible service focussed on the individual
- The diverse nature of victims are supported by the service in place including the young, the old and all the diverse groups in LLR
- Victims of ASB have access to appropriate support services
- The victim's voice is central in the delivery and development of victim services

The plan has a strong focus on prevention and the involvement and inclusion of local communities (enabling them to be "active participants").

In addition to the above, the Victim First service should be viewed as part of the broader suite of partnership services that support vulnerable people and, as such, the relevant strategies of our statutory partners (local authorities, clinical commissioning groups etc) should be considered.

3) Service Specific Requirements

3.1 Service Recipients

The service will be available to all victims and witnesses of crime or high level anti-social behaviour (ASB) who reside in LLR. This will include victims who are under the age of 18. It is recognised that for victims of certain crimes there may be more appropriate support services to whom victims should be referred for support (see section 11 – Partnership Working). These specialist services are likely to change over the course of this contract so for clarity, in the absence of a specialist service being available, victims of crime are supported by Victim First.

For the avoidance of doubt, for self-referrals (see 3.6), the victim's perception that they are either a victim of crime or high level ASB shall be accepted. No proof shall be required for them to receive a service.

3.2 Service Availability

The service will be available:

- 9am – 6pm Monday, Tuesday, Thursday, Friday and Saturday
- 9am – 8pm Wednesday

During this time the service must be available to:

- Receive in-coming calls from victims on a free-phone number
- Make outgoing calls to victims of crime/ASB
- Provide web-chat support
- Provide face to face appointments within the community

Victim contact work (as initiated by the service, and other than the initial contact) is expected to take place Monday-Friday. Victim contact work (other than the initial contact) should only occur on Saturdays when the victim can engage at no other time. See appendix 3 for the staff rota (based on current demand profile).

3.3 Service Location

The service will be delivered locally within the community across LLR police and community partner premises (partner premises as the provider may be able to secure access to in agreement with commissioners – this should be at cost when making use of non-statutory partner's premises). A central office base (see appendix 4) will be provided though it is expected that, at any one time, staff would be in a variety of LLR locations so that the service is available within local LLR communities (see section 11 – Partnership Working for further details).

3.4 Capacity of Service

The service will support all LLR victims that are either referred to the service or self-refer (self-identifying as victims of crime/high level ASB). Demand for the existing service is set out in appendix 5 (Victim First 2018 in context) for reference, though the number of victims coming through to the service will vary depending on future crime levels, the number of victims that consent to being referred through to Victim First and the number of self-referrals.

3.5 Service Duration

The service shall be available to provide support to victims throughout their criminal justice journey and beyond. Intensity of support is likely to vary over this period (the criminal justice period can be lengthy with periods of delay – see Victim First model document) but the amount/type of support provided shall be based upon the needs of each victim at the time.

There is no maximum support period that a victim can be supported for but the service should be mindful of:

- The risk of creating a dependency
- Wider demands on the service
- The existence of wider services for those with long term needs

Where support naturally ends prior to the end of the victim's criminal justice journey (there is no minimum support period and experience from the existing service shows that many victims end support prior to the criminal justice journey ending) the service should be mindful of the potential for victim re-engagement at key points such as sentencing or offender release.

For reference, appendix 5 sets out durations of support from the existing service.

3.6 Access Arrangements

Referrals to the service will be via the following routes:

- **Police referrals** – These will be received via a daily "download" from their crime management database

- **Referrals from partner agencies** – These will be received via email (the provider will be expected to develop a partner agency referral form (NB. where partner agencies are making a high risk ASB referral via the Sentinel system these emails will come in a standardised format))
- **Self-referrals** – These will be received via email, phone, web-form (generating an email) or community engagement events (see section 11 – Partnership Working). The web-form must have an option to engage via a secure web chat facility at a specific date/time within 5 working days. The secure web chat facility shall enable full service access.

In addition to the above, the service will provide a “quick questions” online facility on which short questions (a word limit may be applied) can be asked and answers provided. This will not be a formal support mechanism. Rather, this should be seen as a place where quick questions can be asked and initial engagement can be undertaken in seeking to encourage victims to engage in a full “self referral”.

3.7 Case Triage

Referrals via the police download (the majority of referrals) will have details of risk/vulnerability gleaned from a very brief victim assessment. This will enable the provider to triage/stratify referrals so as to enable the most vulnerable/at risk victims to be prioritised for initial contact.

The Police process is as follows:

1. The victim has victim services explained to them and the offer of referral is made which the victim can either “accept” or “decline”.
2. If the victim accepts then they will be asked “How would you like to be contacted by victim services?” to which they can answer:
 - Home Telephone
 - Mobile Telephone
 - Work Telephone
 - Email
 - In Person
 - Post
 - SMS text
3. All victims who accept are passed through to Victim First.

The Victim First service should then (as per the initial contact method chosen by the victim):

- Home/Mobile/Work Telephone - Telephone contact within 48 hours of referral being received (3 attempts)
- Post/Email/SMS text - Letter/email/SMS text sent on day referral received with details of support available and how to access this.
- In person – Letter or SMS text sent (on day of referral) advising victim of a home visit with a specific date/time within the next 5 working days (second attempt within second 5 working days if required). This will only be in very rare cases where a vulnerable person has refused telephone contact (this would be detailed within the referral).

The service shall consider the (limited) risk/vulnerability profile of the victim in considering whether to enhance the above offer (i.e. telephone contact within 24 hours).

In deciding which caseworker should contact/support the victim, consideration shall be given to the risk/vulnerability of the victim, the equalities profile of the victim/caseworker, developed specialisms of caseworkers, existing caseloads and any location based considerations.

If contact attempts fail then a final letter is to be sent explaining attempts to contact, setting out support available and how to contact the service.

3.8 Support Provided

The service shall deliver the following support to victims:

- Emotional support via telephone, face to face and web-chat
- Proactive advice to victims around cyber risks, fraud, mate crime etc to prevent repeat victimisation
- Referrals to wider support services
- Advocacy on behalf of victims
- Restorative justice processes (see 3.10 below)
- Promotion of and assistance to provide Victim Personal Statements for court proceedings (where this is likely to be of value)
- Practical support via a small hardship fund (currently £5k pa)
- Support specific to children and young people (which should be viewed as parallel provision to the generic victim service)
- Group support for young people
- Access to property target hardening service via a third party (contract set up separately by the PCC)
- Access to Mental Health pathways via mental health nurses (provided by a third party provider under a contract set up separately by the PCC)

Upon first spoken or secure web chat contact, the service shall seek to support the victim via a general conversation where the victim is enabled to “offload” their worries and concerns and be offered appropriate support. Key risks and vulnerabilities shall be captured through this general conversation but this shall not be a formal needs assessment. For those with lower needs, this initial conversation may be sufficient and all that is required. Where the victim requires further support (likely to be the case for many victims) then a further contact (method/location of which as suits the victim) shall be booked in within the next 5 working days within which a needs assessment shall be undertaken.

Those victims receiving a needs assessment (see 3.9) shall have a support plan created as a natural succession to the needs assessment process. This shall include specific actions and regular checks shall be made to ensure progress and to identify/address emerging needs. The support plan shall be bespoke for each victim, centred around their needs and desires.

3.9 Assessment

The needs assessment shall cover the following areas and out of this a support/action plan shall be produced:

- Personal Safety
- Mental Health
- Shelter/Accommodation
- Drugs, Alcohol and other harmful behaviours
- Family
- Education, Employment and Training
- Finance/Benefits
- Outlook, attitude and beliefs
- Social interactions

The needs assessment shall be repeated prior to case closure so as to assess “distanced travelled”. Additional points of assessment may be required where a victim is supported over a long period of time (i.e. over 6 months).

3.10 Restorative Justice

Restorative Practice will be embedded as a core function of the service. This will include an offer to all victims (where appropriate) to make contact with the offender (provided the offender has admitted guilt and accepted responsibility for causing harm) via caseworkers who have been trained as Restorative Justice facilitators.

Restorative contact must be victim-initiated, with the interests and needs of the victim(s) as the main priority, with the intention to repair the harm done to the victim(s) and avoid further harm. With this in mind not all victims will be appropriate for restorative contact.

In cases of sexual violence, domestic violence, human trafficking, stalking, child sexual exploitation, and cases that result in death, restorative justice activity should take place only in exceptional circumstances, where there is confidence of clear benefit to the victim(s), that it will not cause harm to any participant and is carried out by an experienced and skilled facilitator.

Restorative contact can be either direct or indirect:

- **Direct** - A restorative conference: (sometimes called a victim-offender conference) involves a trained facilitator, the victim(s), the offender(s), and supporters (usually family members)
- **Indirect** - Telephone or video conference: similar to a restorative conference, carried out by telephone or video rather than in person.
- **Indirect** - Shuttle mediation: information and written communication between victim(s) and offender(s) co-ordinated by a trained facilitator

The service shall, over the first 2 years of the contract achieve the Restorative Service Quality Mark (RSQM – if not already held).

3.11 Incoming calls/open access web chat requirements

The service will have a primary call/open access webchat taker at all times during service opening hours (this should be rotated around caseworkers) with senior caseworkers and other staff members providing coverage where there are multiple calls/open access webchats (this should be fairly infrequent as once victims are allocated a caseworker then they should call their caseworker directly).

The service will be available via an 0800 number which will form part of the IT and telephony offer (see appendix 6).

3.12 Staffing

The service is expected to be staffed as per the structure chart (appendix 7) with further detail in table 1 below:

Table 1

Post	No. FTE	Role
Head of Service	1	To lead the service both strategically and operationally
Deputy Head of Service	1	To deputise for the head of service and be the strategic lead for specialist provision
Team Leaders	2	To contribute to strategic and operational leadership, manage caseworkers / specialist caseworkers, triage cases and provide support to victims
Caseworkers	8	To provide support to victims and volunteers and to engage with communities
Specialist caseworkers	2	One to lead regarding children and young people and one to lead regarding restorative justice (alongside provision of support to victims).
Analyst/admin support	1	To support the service in performance monitoring and administrative tasks

In addition to the above it is expected that the service will recruit and support a pool of volunteers who are able to provide additional support to those victims that require a medium to long period of engagement (i.e. over 1 month).

Appendix 3 sets out the staff rota for the service based on the current demand profile.

3.13 Communications and engagement

The service will be responsible for developing and delivering a communications and community engagement plan. This will include (amongst other things):

- Development of the existing Victim First website ensuring young people specific landing page/pages (co-designed with young people) in addition to the more generic content
- Social media campaigns and a strong, ongoing social media footprint
- A calendar of events and campaigns throughout the lifetime of the contract
- A communications and engagement strand specifically targeted at Children and Young People.
- Targeted communications for specific audiences alongside generic communications across LLR
- Awareness raising activity, especially in relation to "hidden crimes"
- A growing of the Victim First brand

The communications and engagement plan will be reviewed as part of quarterly performance monitoring meetings (see section 16)

The provider will need to take responsibility for the Victim First website (victimfirst.org) and further develop this so as to enable victims to access the service in this manner. The provider will be responsible for creating, quality

checking, and uploading new content/pages though the PCC will have sole ownership of the site and the Intellectual property rights of all of its contents (including that produced by the provider). The service will need to develop the capability to have secure online web-chats and open access webchats with victims who wish to engage in this manner.

3.14 Implementation

The service provider will be expected to provide an implementation team (inclusive of a dedicated and qualified project manager) who will lead on the proper and effective implementation of the service both pre and post contract start date. The Project Manager will be expected to commence working on this contract full time, primarily based within LLR from the 4th of June up until 31st July 2018. From 1st August 2018 – 31st October 2018 the Project Manager shall continue to support full implementation, gradually reducing input/hours as the Head of Service takes on full responsibility.

The service provider will need to ensure that there is a seamless shift from the incumbent provider to themselves and, whilst existing victims may need to consent to their cases being transferred to the new service (if a new provider), victims, especially new ones on the 1st August 2018 (the first working day under the new contract), should not be conscious of the shift to a new provider/contract. It is expected that, for this to be the case, some of the changes between the old and the new model (see appendix 5) may need to be implemented over a period of time post 1st August. The provider is expected to be fully delivering the new model from the 1st November 2018 unless otherwise stated.

The service provider will provide an implementation plan as part of the tender process with adjustments made to this as may be agreed as part of the award process. The implementation plan shall cover the period from 4th June 2018 to the 31st January 2019 within which there will be 3 distinct periods:

- 4th June 2018 – 31st July 2018 – by the end of which time the service should be ready to go live.
- 1st August 2018 – 31st October 2018 – by the end of which time the changes from the old to the new model (see appendix 3) shall be fully implemented
- 1st November 2018 – 31st January 2019 – by the end of which time the service shall have embedded all changes as “business as usual”, elicited learning from the initial delivery period, and have produced a Business Plan for forward provision.

3.15 Business continuity

This is a key service for the support of victims. The service will be required to have a business continuity plan (ready for service commencement) that demonstrates how the service will continue to operate under foreseeable disruptive events (including but not limited to any terrorist related activity), and staff shortages/turnover.

4) Flexibility requirements

The contract for Victim First will be for 3+1+1years. This is a long contract period and it is expected that during this time there will be a significant degree of change both locally, regionally and nationally:

Locally

- The PCC will be producing a Victim's Strategy
- The accommodation for Victim First is likely to change in line with the broader estates strategy
- Sexual violence and domestic abuse/violence services will be recommissioned
- A new PCC will be elected (the incumbent having already stated that he will only be serving a single term)

Regionally

- Police and Crime Commissioners are likely to enter into further collaborative arrangements in some shape or form

Nationally

- The Ministry of Justice are in the process of devising an Outcomes Framework which the service will need to adhere to
- The Ministry of Justice are currently consulting on the further devolution of victims services. It is anticipated that at least some of the services they are consulting on will be devolved to each PCC. The services they are consulting on are:
 - Supporting Victims of Modern slavery
 - Supporting victims of Homicide and road traffic collision (RTC) deaths
 - Supporting Victims of Terrorism
 - Supporting Victims of Sexual Violence and Domestic Violence
 - Court Based Witness Service
 - Victim information Service
 - Track my crime

In addition to the above anticipated changes, the provider will be expected to undertake ongoing assessment of demand and local need which will build the evidence base so as to inform and shape the development of the service going forward.

The service provider will need to work flexibly with the Police and Crime Commissioner in making adjustments to the service (via mutually agreed contract variations) over the lifetime of the contract. Any financial additions to the contract in relation to additional services will be based upon the figures provided by the service provider as part of their tender response. Local, regional and national changes do not necessarily mean that a change in Victim First will be required but the PCC wishes to maintain a degree of flexibility given the above uncertainties.

5) IT requirements

The provider will need to make use of Force IT systems and equipment. Appendix 6 sets out the IT equipment and systems that will be available to the provider in delivering the Victim First service. Appendix 8 sets out the IT service level agreement which will be entered into as part of any contract awarded.

6) Estates requirements

The provider will be expected to make use of the Police Estate (and co-location with partner agencies where this is appropriate). This will be provided at a cost of £7,500 per annum to the provider. The Estates offer is set out within appendix 4.

7) Outcomes, Outputs and Inputs

The service will deliver and report quarterly against the following outcomes with targets as per table 2. Where targets are not being met then the provider will produce an improvement plan:

Table 2

Outcome	Measured via	Year 1 Target*	Improvement over life of contract
Victim feels they have been enabled to cope and recover from the impact the crime had on their lives	Independent survey undertaken by Leicestershire Police (at a cost of £3,000pa to the provider)	Baseline to be set in year 1	Year on year improvement with a continuous sample
Victim is satisfied with support	Independent survey undertaken by Leicestershire Police (as above)	85%	Year on year improvement with a continuous sample

*Future years targets to be negotiated after quarter 3 performance monitoring report each year.

The service shall also map (via the needs assessment), and report quarterly to commissioners the distanced travelled by victims across the following domains:

- Mental and physical health (including safety/perceptions of safety)
- Shelter and accommodation
- Family friends and children
- Education, skills and employment
- Social interactions
- Outlook and attitudes
- Finance and benefits
- Drugs and alcohol

The service will develop an approach to undertaking needs assessments/distance travelled measurements with children and young people within the first 6 months of the service.

In addition to the above, the service shall also measure and report quarterly against the following inputs/outputs:

Referrals

- Number and type of referrals (see 3.6)
- Number/percentage initial calls made within 48 hours (see 3.7)

- Number/percentage initial letters, emails or SMS texts sent on day referral received (see 3.7)
- Number/percentage of initial home visits undertaken within 5 working days (see 3.7)
- Number/Percentage dealt with outside timeframes in 3.7 – this should be zero
- Number/percentage receiving initial contact only
- Number/percentage receiving further support (i.e progressing to needs assessment)
- Number/percentage not able to be contacted (and reasons why)
- Number/percentage directly passed onto more appropriate support services (such as the victim support service in their force area)
- Number/percentage of referrals that are repeat victims
- Breakdown of referrals against the 9 protected equality characteristics –
- The service will be expected to increase the number of children and young people supported year on year
- List of agencies referrals received from during quarter

Support provided

- Number/percentage of victims receiving further support having telephone support only
- Number/percentage of victims receiving further support having some face to face support
- Number/percentage of victims receiving further support having some online web-chat
- Number/percentage of victims receiving further support engaging in restorative contact/justice
- Number of young people group support sessions held
- Number of young people attending group support sessions
- Number of victims enabled to give Victim Personal Statement
- Number of onward referrals
- List of agencies referred to during quarter
- Number of cases closed

8) Social Value

This is a significant investment and, as such, the PCC expects that the provider will seek to add value to the local area. It is for the provider to consider how they can best deliver social value but they should consider:

- How they treat (pay, terms and conditions), support and upskill their workforce (including volunteers)
- Volunteering opportunities they can provide
- Keeping the funding locally (local employment/supply chains)
- Support they can offer to community/grass roots organisations
- How they can reduce their environmental impact
- How they can positively impact the local area through corporate social responsibility action

All staff must be paid at least the Real Living Wage as set out by the Living Wage Foundation.

9) LLR resident Focus

The service shall be delivered in a victim centred manner. Victims shall be provided with sufficient information so as to understand the support available to them.

Victim's privacy and dignity shall be maintained at all times. This will require particular thought when engaging with victims at community engagement events.

The provider must have an easily accessible and well publicised complaints procedure so that victims feel able to complain. All complaints must be considered and investigated in line with the organisations complaints procedure and appropriate action must be taken to remedy any complaints upheld. The provider will detail all complaints and associated actions within the quarterly monitoring return.

The provider must ensure that victims are enabled to influence future service delivery and design. The service will both maintain an existing victim's "service user" group and establish/maintain a children and young people's user group to best enable this.

The service shall seek to support victims even where their behaviour may present as challenging. Whilst the provider will need to ensure that staff remain protected from abuse, every effort shall be made to enable vulnerable victims who exhibit challenging behaviour to be supported.

10) Resilience

The service must seek to build resilience (rather than dependency) in the victims it supports. This should both enable victims to be less likely to become repeat victims and also enable them to better cope and recover should they become a victim once again.

Where victims receive support for over a month the service will need to consider how to ensure against the building of dependency on the service and also how they might reduce support provided over a period of time (though this reduction may not start for a number of months). Volunteers should be considered as part of a reduction of support over time and consideration should be given to transferring to, or supplementing their support with that of a volunteer.

The service should also be mindful of building broader resilience that may prevent the need for wider statutory services.

11) Partnership Working

11.1 General partnership working

The service will form part of the suite of services that are available to support victims of crime both locally and nationally. Appendix 5 shows the victim support services available to victims within LLR and the role of Victim First

within this landscape. More broadly than this, the Victim First service should be viewed as part of the broader suite of partnership services that support vulnerable people.

In order to be effective in meeting the needs of victims the service will need to work closely in partnership with a broad range of services and organisations as detailed (in part) in appendix 5.

In particular, a close working relationship will be required with Leicestershire Police. The Code of Practice for Victims of Crime (appendix 1) sets out the obligations of Leicestershire Police in relation to victims.

Specialist services are separately commissioned for sexual violence and domestic abuse/violence victims/survivors. Appendix 9 sets out the pathways for these victims and which organisations/services should be providing support.

11.2 Meetings

Victim First will be expected to provide representatives at an appropriate level to a wide variety of partnership meetings. These include but are not limited to:

- Victims and Witnesses Partnership Assurance Group
- Domestic Abuse Ops Group
- Sexual Violence Ops Group
- Victims Code of Practice steering group
- Hate Crime steering group
- 5 x Equality independent advisory groups

11.3 Local communities

The service will need to be available within local communities. It is recognised that the term "community" does not necessarily mean geographically based communities but can also mean groups of people with certain commonalities (such as the 9 protected (equality and diversity) characteristics). Availability within local communities will be through:

- Having a stall at community engagement events
- Delivering 1:1 support within community venues
- Building relationships with community organisations
- Each caseworker being responsible for, and spend much time working agilely from buildings (police premises or otherwise) within, a Neighbourhood Policing Area
- Providing support and guidance to community organisations (especially those regarding the 9 protected characteristics) to best enable these organisations to support these victims and to enable their onward referral to Victim First and/or wider support pathways.

11.4 Mental health triage

A separately commissioned mental health triage service will be co-located with Victim First. This will provide 15 hours of mental health nurse support per week which will enable victims with mental health issues to be assessed, triaged and referred appropriately to wider mental health services available locally. The Victim First service must work closely with the Mental Health Triage provider to ensure the needs of victims with mental health issues are met.

11.5 Target Hardening (Lot 2)

A separately commissioned Target Hardening service will be available for victims to be referred to so as to receive an assessment of the security of their home and provision/fitting of products that will improve the security of their home. The Victim First service must work closely with the Target Hardening provider to ensure that the property based target hardening needs of victims are met.

12) Safeguarding & Child Protection

The service provider will be expected to have in place sufficient and robust safeguarding policies and procedures in respect of both children and vulnerable adults and a supervision policy for staff. The provider should be mindful of the fact that safeguarding and child protection is a core element of all OPCC commissioned services and should be resourced appropriately on an ongoing basis.

The Provider will ensure that an appropriate level of Police Vetting or Disclosing and Barring check is made for all employees and volunteers who will be working with children and/or vulnerable adults. Employees and volunteers must not be allowed to work with children and/or vulnerable adults until the police vetting or Disclosure and Barring check has been received. Any staff or volunteers using Leicestershire Police systems will be vetted by Leicestershire Police (a charge will apply for vetting).

The Provider shall not employ any individual as a member of staff or a volunteer who has been included in a Government held barred list for the purpose of providing any part of the service directly to a child and/or vulnerable adult.

13) Equality & Diversity

The service provider shall ensure that they deliver their service in line with the statutory equalities duties:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good community relations-

The service provider shall ensure that they deliver their service in line with their equality/diversity policy. The delivery of the service shall be non-discriminatory and shall ensure equality of access across the recognised protected characteristics (age, disability, ethnicity, gender, gender reassignment, marriage and civil partnerships, pregnancy and maternity, religion and belief and sexual orientation).

The provider shall ensure that Equality Impact Assessments are undertaken as appropriate and are publicly available.

The provider shall ensure that victims of hate crime are enabled and encouraged to access the service and that support is structured to meet their needs.

In relation to the provision of both Telephone and Face to Face Interpreting services, Leicestershire Police have been through a procurement process within the last few months. The Big Word were appointed for Telephone Interpreting and Cintra for Face to Face Interpreting. We cannot instruct suppliers to use the services of either of these companies. However, a considerable amount of due diligence was carried out in the procurement process that we will require satisfying in the event that different suppliers are used as sub-contractors for Victim First services.

Contact details for The Big Word are ...

Contact details for Cintra are ...

Should you desire to seek alternative provision then our expectations will be as follows and we will require your tender to detail how you will ensure compliance with the following:

- Face to Face Interpreters – the company you use must adhere to this process when requesting an Interpreter for a face to face requirement:
 - Initial call to the National Register of Public Sector Interpreters
 - 2nd call to qualified Diploma in Public Sector Interpreting (DPSI) Interpreters OR a (DPSI) Law qualified Interpreter
 - Use of “Safe to Practise” interpreters (having completed a course on how to interpret in a Police environment).
 - An acceptable Diversity/Equality Policy must be submitted for review by Leicestershire Police.
- For Telephone Interpreting:
 - A company with the ability to have a three way call facility set up by the company
 - A range of language offerings that meet the expectations of the service provider
 - The ability to provide a telephone interpreter in line with your time expectations
 - An acceptable Diversity/Equality Policy must be submitted for review by Leicestershire Police.
 - Details of the standard/qualification levels in place for Telephone Interpreting.

14) Health & Safety

The service provider shall have policies and measures in place to ensure the health and safety of both staff and community members. This shall include the following:

- Lone working
- Fire safety (including having a designated fire marshal for the service)
- COSHH
- Manual Handling
- First Aid
- H&S Audits

15) Workforce

The service provider will be responsible for ensuring that it is able to recruit a workforce to be able to meet the requirements of the contract:

- All staff working required to have vetting level NPPV 2 and NPPV 3 for management positions
- All staff will be required to demonstrate that they have the necessary skills and qualifications to fulfil the role

All new employees must attend the Force induction as a minimum (4 hours).

The service will need to have a training plan (CPD) for staff.

The provider must ensure that succession planning is in place for key posts throughout the service.

16) Contract Compliance

The service provider will be subject to and provide quarterly monitoring as mentioned in section 7 – Outcomes, Outputs and Inputs and section 3.13 – Communications and engagement. Quarterly monitoring (in a format to be agreed with the PCC and to include a “dashboard overview”) must be provided no more than one month after the conclusion of the monitoring period. The service provider will be required to attend quarterly performance monitoring meetings to discuss performance and agree actions to remedy any areas of under-performance or other areas of concern/ development. The service provider will also be required to attend monthly catch-up meetings (apart from the months when the quarterly performance monitoring meeting takes place) where any matters arising within the preceding month can be discussed and any resulting actions agreed.

In addition to the above, compliance with additional quality assurance measures (within the Quality Assurance Framework- appendix 10) will be sought at regular intervals across the life of the contract. As the service develops there will be elements within the quality assurance framework that are added/ and or amended to reflect this change.

The service will also be required to provide quarterly financial returns on an “open book” accounting basis (see special terms of draft contract for further details).

There are two specific quality measures/marks that the service will need to comply with:

- ISO 9001 Quality assurance management (or equivalent) – expected to already be held by the provider
- Restorative Service Quality Mark (RSQM) – expected to already be held or achieved over the first 2 years of the contract.

17) Contract Price and duration

The contract will have a start date of 1st August 2018 and will be for a period of 3 years with the option to be extended for a further two periods of up to 12

months. The funding envelope available is in total £2,800,000 as per table 3 below.

Table 3

Financial Year	Payments within initial period of the contract (£ up to)	Payments within the optional extension periods (£ up to)
2018/19	373,333	
2019/20	560,000	
2020/21	560,000	
2021/22	186,667	373,333
2022/2023		560,000
2023/2024		186,667
Sub-totals	1,680,000	1,120,000
Grant Total	2,800,000	

This contract will be pay to spend on an open book accounting basis (see special terms and conditions of contract for further details) so, whilst the £2,800,000 has been evenly apportioned over the period of the contract in table 3, it is anticipated that costs will in fact differ from year to year. All bids must be within both the grand total of £2,800,000 and the sub-total of £1,680,000 within the initial period of the contract.

Appendices (not appended to this decision record)

- Lot 1 Appendix 1 MoJ Code of Practice for Victims of Crime
- Lot 1 and Lot 2 Appendix 2 Police and Crime Plan 2017-2021
- Lot 1 Appendix 3 Victim First staffing rota
- Lot 1 Appendix 4 Estates offer
- Lot 1 Appendix 5 Victim First 2018 in context
- Lot 1 Appendix 6 IT Offer
- Lot 1 Appendix 7 Victim First structure chart
- Lot 1 Appendix 8 IT Service Level Agreement
- Lot 1 Appendix 9 Sexual and domestic abuse pathways
- Lot 1 Appendix 10 Quality Assurance Framework

Lot 2 – Target Hardening Service Specification

1) Introduction

Becoming a victim or indeed witness of crime or high level anti-social behaviour can have a significant physical, emotional and financial impact. The Leicestershire Police and Crime Commissioner is commissioning a Victim First service (Lot 1) and already co-commissions with local authorities an information and support service for victims of sexual and/or domestic abuse/violence (currently delivered by United Against Violence and Abuse (UAVA)). The Target Hardening service will exclusively receive referrals from these two victim support services to provide a home security service to victims of crime living in Leicester, Leicestershire and Rutland (LLR).

The service will, in a timely manner, undertake home security checks and advice as well as providing and fitting (where fitting is required) products which will enhance the security of the home.

The specification will form an integral part of the contractual arrangements and provides the criteria by which service quality, efficiency and effectiveness will be monitored and evaluated by the Commissioner

2) Strategic Relevance

The Police and Crime Plan 2017-21 (Lot 1 and Lot 2 Appendix 2¹) sets out Victim Services as one of the PCC's top priorities. To summarise, the plan seeks to ensure that:

- Victims receive the best possible service focussed on the individual
- The diverse nature of victims is supported by the service in place including the young, the old and all the diverse groups in LLR
- Victims of ASB have access to appropriate support services
- The victim's voice is central in the delivery and development of victim services

3) Service Specific Requirements

3.1 The service model

The Contractor will develop a service taking into account the needs of the Victim, managing the resource (£80,000pa) to ensure that the need is managed in fair and consistent way.

The service will:

- Be registered with the Information Commissioners Office and have a secure e-mail address.
- Receive standard referrals via secure email directly from Victim First and UAVA. The referrers will have already identified and assessed the suitability of the victim for the Target Hardening service and will provide name, address, victim contact telephone number and detail of

¹ NB. This specification has no appendix 1

any vulnerability factors. The Contractor will provide a main point of contact (POC) who will manage referrals and the requirements of the contract. The Contractor will need to ensure that these referral pathways are formally agreed in writing (with the referring agencies) prior to service commencement.

- Receive emergency referrals (expected to be fewer than 1/week) via phone referral. Please note that the referring services are open 8am-8pm Monday-Saturday
- Phone the victim and agree a date/time to attend within the next 5 working days from referral (unless the victim is highly inflexible or provision is required on an emergency basis)
- Dispatch fully security cleared and trained staff to victims' homes.
- Attend emergency referrals within 4 hours
- Attend the victims' property and carry out a Home Security Assessment which will identify security concerns around the home, garden and perimeter of the property and propose remedial action required (including advice the victim could carry out themselves, e.g. trim a shrub).
- The Home Safety Assessment (to be developed between the provider and the commissioner) alongside vulnerability information provided by the referral agency will provide a score to determine which service level the victim will receive:
 - **Service level 1** – Crime prevention advice (likely to be infrequent)
 - **Service level 2** – Service level 1 plus the supply of items that can be fitted/installed/used by the victim and do not require a specialist fitter to install i.e. door alarms, timer switches etc.
 - **Service level 3** –Service level 1 and 2 plus supply and fit of items that require a specialist fitter to install/fit i.e. door chains, window locks, new door locks etc.
- The Contractor will then provide and fit items up to an agreed price as agreed with commissioners).
- There is an expectation that the Contractor will fit products to enhance the security of the Victim and therefore not just fit or replace current product/s but rather fit a higher standard quality of product.
- The products supplied to be of a high quality and a recognised standard i.e. Police approved/kite marked.
 - Have necessary road worthy vehicles to carry out their duties. The vehicles will display the Contractor logo.
 - Have the necessary tools/equipment to be able to carry out the works which will be fit for purpose and safety compliant.
 - Have staff who will wear a uniform clearly displaying the company logo and a photo ID card.
 - The Contractor will survey Victims at the end of the visit to gauge satisfaction levels and then follow up at 12 month post service to establish long term improvements in outcomes
 - Attend quarterly contract review meetings with the PCC

It is not our intention to provide a sanctuary scheme (e.g. safe room or other large scale installations). In addition, we will not replicate/replace or be accountable for those things that other organisations or agencies are statutorily responsible for (e.g. Housing providers are responsible for replacing doors if these are damaged in an incident).

The service should not seek to replace landlord or owner occupier responsibilities in so far as this relates to the replacement of broken doors, windows etc. I.e. if a door is smashed down as part of a crime then the target hardening service should not be replacing this.

4) Outcomes, Outputs and Inputs

The Target Hardening commissioned service will be monitored against the following outcomes:

- Victim feels safer
- Victim is safer

The Target Hardening commissioned service will be monitored against the following performance indicators:

- Works carried out within specified time period

The Contractor will be required to provide quarterly reports to the PCC covering:

- Number of referrals and from which organisation
- Number completed at each service level
- Number of emergency referrals
- Number who refuse service
- Time between referral and fitting
- Cost per property
- Number of complaints
- Financial breakdown-spend to date

5) Social Value

The Contractor will determine how it will define and quantify the intended social value impact of service delivery upon Leicester, Leicestershire and Rutland.

6) LLR resident Focus

The Contractor will have in place and be able to evidence:

- Complaints procedure
- Confidentiality Policy
- Dealing with difficult people/aggression in the workplace Policy

In addition to the above;

- The Contractor will fully engage with the refinement of the referral process and will comply with it thereafter
- The Contractor will ensure that any additional needs that are generated whilst liaising with the Victim are fed back to the referrer (with the consent of the Victim)
- The Contractor will, through negotiation with the OPCC, agree a process for offering and providing to Victims guarantees for works carried out and/or products fitted
- The Contractor will not undertake any additional work for the Victim other than that identified as required by the referral. The Contractor will ensure that they agree a process with the OPCC for situations where Victims request that they undertake other work not covered by this contract.

7) Resilience

The Contractor will have a process to enable 12 month post service follow up to evidence the achievement of outcomes in the medium to long term.

8) Partnership Working

The Contractor will develop positive working relationships with the two referral agencies.

The Contractor will take referrals directly from Victim First and LLR SVDV. The referrers will have already identified and assessed the suitability of the Victim for the Target Hardening service and will have identified whether there are any other parties working with the Victim

9) Safeguarding & Child Protection

The Contractor will be expected to have in place sufficient and robust safeguarding policies and procedures in respect of both vulnerable adults and children. The contractor should be mindful of the fact that safeguarding and child protection is a core element of all PCC commissioned services and should be resourced appropriately on an ongoing basis.

10) Equality & Diversity

The Contractor should have an Equalities and Diversity policy and should deliver their service in line with this. The delivery of the service should be non-discriminatory and should ensure equality of access across the recognised equality strands (age, sex, gender reassignment, sexual orientation, ethnicity, pregnancy and maternity, marriage and civil partnerships, disability and, religious beliefs).

11) Health & Safety

The Contractor should have policies and measures in place to ensure the health and safety of both staff and service users. This should include the following:

- ISO 9001:2008
- Use of LPCB approved products where appropriate
- Use of 3 start diamond approved locks
- Lone Working
- Fire Safety
- Manual Handling
- Health and Safety Audit arrangements

12) Workforce

The Contractor will be responsible for ensuring that it is able to recruit a workforce locally to be able to meet the requirements of the contract

The Contractor will be responsible for the following;

- All staff working directly with Victims or having access to Victims information are required to have a clear enhanced Disclosure and Barring Service (DBS)
- The Contractor will be required to demonstrate that the all Installers have the necessary skills and training to be able to assess the Victims' home prior to installing the security equipment.
- The Contractor will be required to demonstrate that all Installers have the necessary skills and training to be able to install and fit the security equipment.

13) Contract Compliance

The Contractor will have an inspection process in place to ensure the quality control of the works carried out

The Contractor will have an evaluation process in place to ensure that Service-users views are sought with regard to satisfaction and feelings of safety

The Contractor will be able to demonstrate that they have an internal audit monitoring process in place

Specific annual quality assurance measures are to be agreed with the Contractor this may include shadowing and visits to the base and site

Quality Assurance measures will be agreed with the Contractor.

14 Contract Price and duration

The service will commence on the 1st August 2018 and run for an initial period of 3 years with the option to extend for 2 further 12 month periods. The service will receive £90,000 per annum and is expected to spend this amount through the service offer to victims as appropriate over the course of each year.

Financial year	Funding amount during contract (£)	amount initial period	Funding amount during extension periods (£)
2018/19		60,000	-
2019/20		90,000	-
2020/21		90,000	-
2021/22		30,000	60,000
2022/23	-		90,000
2023/24	-		30,000
Sub-total		270,000	180,000
Grand total		450,000	

Payment will be quarterly in arrears.

Appendices (not appended to this decision record)

Lot 1 and Lot 2 Appendix 2 Police and Crime Plan 2017-2021