



**COMMISSIONING
STRATEGY**
2014 - 2016

Introduction by Police & Crime Commissioner Stephen Bett



Anyone who knows me will be aware how passionate I am about making a positive difference as your Police and Crime Commissioner (PCC) and helping others make a genuine contribution to life in our county.

The Police Reform and Social Responsibility Act 2011 introduced PCCs, with the first election to these positions taking place in November 2012. The Act widened the responsibilities of PCCs compared to the police authorities they replaced, including providing us with the ability to make crime and disorder reduction grants and commission services. This means I have the power to commission the supply of goods and services to support the delivery of my priorities, presenting me with

an exciting challenge and one which I believe will enable me, with your help, to improve outcomes, increase efficiency, enhance collaboration and develop productive and valuable relationships with the private, community and voluntary sectors.

This strategy outlines what my Deputy PCC, Jenny McKibben, and I wish to achieve through the commissioning of services and also provides a framework for how we intend to make this happen.

My Police and Crime Plan for Norfolk is the foundation upon which Jenny and I work to keep our county safe and secure. It also aims to provide leadership and focus for all those involved in community safety and criminal justice. Successful commissioning is one way in which we can achieve those goals.

My Plan outlines key objectives for me as your PCC, including identifying opportunities for reducing crime, enabling communities to feel and be safer, protecting people who find themselves in a vulnerable situation and ensuring that victims and witnesses of crime and anti-social behaviour are positively supported. Based on extensive community consultation in 2012/13, the Plan also identifies four key themes:

- **Supporting Victims and Witnesses**
- **Domestic Abuse and Sexual Violence**
- **Rehabilitation of Offenders**
- **Mental Health, Drugs and Alcohol**

These objectives and key themes inform my decision-making when it comes to what funding is available to the police and partners to secure reductions in crime and disorder, ensuring available budgets are allocated to maximum effect. Decisions over the commissioning of services will also be based on those priority areas.

I would like to take this opportunity to thank all those partners who have helped to define the commissioning intentions that I present here for the period 2014-16. I look forward to working together with each and every organisation which, via this Commissioning Strategy, will play its own part in continuing to keep our county one of the safest in the country.

Stephen Bett

Approach

Strategic commissioning will help us achieve the goals set out in the Police and Crime Plan through the design, development and delivery of improved and effective services to meet the needs of our citizens.

Understand the evolving needs of the community so that we can shape the strategic priorities that we are committed to deliver against



The commissioning cycle has been adopted to ensure future commissioning decisions are focussed on the achievement of clearly defined outcomes. The Office of the Police and Crime Commissioner for Norfolk (OPCCN) will actively monitor progress for each commissioned activity against the proposed outcomes contained within each grant agreement, underpinned by a performance management framework. The OPCCN's Senior Policy and Commissioning Officer will manage the process, working collaboratively with Norfolk Constabulary who will be a key and active partner in the development of the commissioning approach and process.

The commissioning process will take account of and seek to work alongside other commissioning activity locally. Similarly, it is important that other partners take account of the PCC's approach in their commissioning.

Commissioning Themes

The PCC's commissioning approach is based around four key themes, as well as the wider strategic priorities set out in his Police and Crime Plan for Norfolk.



**Supporting Victims
and Witnesses**



**Domestic Abuse
and Sexual Violence**



**Rehabilitation
of Offenders**



**Mental Health,
Drugs and Alcohol**

A commissioning plan has been developed for each theme and includes details of initial commissioning intentions. The plans have been discussed and prepared in collaboration with partners, and will continue to be based on a pragmatic, iterative process of engagement to help ensure that strategic commissioning is live, inclusive and interactive.

The plans provide a clear and consistent way forward for the commissioning of each theme. They clearly set out how the PCC will commission for outcomes to achieve his priorities and, furthermore, they provide a framework for potential providers to prepare for their involvement in the PCC's future commissioned activity. This Commissioning Strategy and the accompanying plans will be considered 'live' documents and will be subject to review to reflect changing needs and demands.

The commissioning plans each refer to recommendations resulting from a needs assessment (available to view at www.norfolk-pcc.gov.uk/commissioning) and describe the areas and outcomes on which the PCC will focus. Three different types of funding mechanism have been developed to enable the PCC to procure the services required to deliver his priorities. Details of indicative commissioning allocations from April 2014 onwards are also included in each commissioning plan.

A range of performance measures across all themes and outcomes are currently in development and will be used in grant agreements, contract tender specifications and final approved contracts.

The PCC will continue to work with providers and partners to develop meaningful measures that can be evaluated through a performance framework.

Commissioning Budget



As a result of the introduction of PCCs, there have been significant changes to Home Office funding streams, with many being removed or merged.

For 2013/14, each PCC was awarded their own Community Safety Grant by the Home Office to commission according to local need. For Norfolk's PCC, this was £0.7m. From 2014/15 onwards, this funding is included within the general Police Grant from the Home Office.

Funding of £0.3m for victim support services, including restorative justice, will be transferred from the Ministry of Justice (MOJ) to the PCC in 2014/15, with an anticipated £929,000 in 2015/16. In addition, the PCC has been awarded (July) £0.3m from the MOJ's Competed Fund.

The total commissioning budget for 2014/15 is currently an estimated £1.6m (including any amounts carried forward from the previous year).

Each theme within the commissioning plans details the estimated funding allocation provided for the year 2014/15. Due to the uncertainty about future funding, it is not possible to be precise about the size of the commissioning budget beyond 2014/15. However, it is the PCC's ambition to, as a minimum, maintain the size of the budget if overall funding allows and tangible outcomes are delivered.

Principles and Funding Mechanisms

The following key principles have been established to support the PCC to deliver the outcomes as set out in his Police and Crime Plan:

- Existing commissioning arrangements of partners should be used where they are fit for purpose and can deliver the PCC's outcomes within time. This will maximise local commissioning expertise.
- There will be a focus on value for money to follow procurement guidelines and best practice, accessible to any service provider, from the public, private or voluntary sector.
- Where practically and reasonably possible, commissioning activity will be encouraged at a local level within the county of Norfolk.
- Consideration will be given to investing in the capacity of the provider base, particularly those working with hard-to-reach groups
- It will be ensured that contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building where appropriate.

The PCC may use any of the following arrangements as the basis of the financial relationship with providers:

- Making a grant (in accordance with s.9 of the Police Reform and Social Responsibility Act 2011)
- Competitive grant process
- Procurement process.

The PCC Grant

Any organisation can apply for a grant against a set of criteria aligned to the PCC's Police and Crime Plan.

The Safer Norfolk Foundation Medium Grant Programme is an annual £200,000 grant fund, administered by the Norfolk Community Foundation. Bids of up to £10,000 are invited. An independent panel of senior representatives from the private, public and voluntary sector will evaluate all applications in accordance with PCC priorities, and make recommendations to the PCC for approval. Appendix B provides more information on the programme.



Applications for any other grants will be direct to the OPCCN. The Norfolk Community Foundation will be contracted where appropriate to act as the independent grants administrator (Appendix C).

If there is more than one capable provider, a competitive grant process (instead of procurement) may be used.

Procurement

If the market is reasonably competitive, the PCC may use a procurement process to award a contract.

For all funding mechanisms, the PCC will hold contracts/agreements with the successful organisations that specify the detail of the outcomes to be commissioned and for what value. The contracts/agreements will specify performance measures for monitoring purposes.

The PCC will use the National Audit Office Successful Commissioning Toolkit as the main source of advice in connection with the commissioning of services.

Monitoring and Evaluation

Delivering successful outcomes and value for money for the taxpayer is key to the PCC's approach. As such, all recipients of community safety grant funding will be subject to performance monitoring, expected to report quarterly on delivery of outcomes set out in the Grant Agreement.

Any under-performance will be challenged and it will be expected that an improvement plan will be put in place to ensure performance is back on track.

The Senior Policy and Commissioning Officer, in conjunction with specialist advisors, will be responsible for all aspects of the commissioning cycle.

Supporting Victims and Witnesses

Reducing vulnerability, promoting equality and supporting victims

Police and Crime Commissioners (PCCs) will be responsible for the commissioning of the majority of emotional and practical support services for victims of crime from October 2014. Services must be available for those who wish to contact the police and for those who seek support but do not want the police to be involved.

For witnesses, the Witness Charter, which was updated by the Ministry of Justice (MOJ) in December 2013, sets out the standards of care a witness to a crime or incident in England and Wales may expect from each of the service providers involved in the criminal justice system (CJS). The Charter applies to all witnesses of a crime, whether supporting prosecution or defence, and to character witnesses, but not expert witnesses.

Desired outcome of commissioning activity:

- Help victims cope with the impact of crime
- Help victims recover from the harm experienced
- Support witnesses through the CJS.

What does the needs assessment say?

- Explore options with PCCs in the Eastern Region for collaborated arrangements for victims' services and victim referrals from 1 April 2015
- Continue to fund, by way of grant, current services provided by Victim Support and Norfolk PACT, as well as Leeway and Orwell Housing (included at theme 2 - domestic abuse), until 31 March 2015
- Develop a greater understanding of how the Constabulary identifies victims who are vulnerable, intimidated, persistently targeted or victims of the most serious crimes at the point that officers initially record such crimes, in order that victims receive an enhanced service in accordance with the Victims' Code
- Fund additional services, by way of grant from MOJ funding, until 31 March 2015 to meet the needs of victims
- Improve support and co-ordination for victims of hate crime and hate incidents and explore use of MOJ funding to commission additional services in accordance with need
- Develop a greater understanding of restorative approaches and, in particular, restorative justice (RJ) provided within the county and use MOJ funding to commission additional services in accordance with need
- Commission generic and specialist (e.g. domestic abuse) victim services (including



referrals) to take effect from 1 April 2015, co-commissioning with regional and/or local partners where appropriate.

- Develop a greater understanding of the needs of children in the CJS.

I will measure success based on:

- Changes made as a result of the service commissioned, e.g. have the services provided to the victims improved their circumstances and met their needs?

Evidence that the provider has met victims' needs may include:

- Providing information requested by the victim
- Providing the specific intervention requested
- Providing emotional and practical support to victims
- Comparing victims' circumstances at intake to the service with those at exit.

Theme 1: Commissioning Intentions

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
1.1 To provide support to victims of burglary across Norfolk on the basis of a target hardening service to 250 vulnerable victims a year, representing those that do not have the means to pay for the service and are at greater risk from re-victimisation	Grant	£25,000	This relates to the continuation and expansion of a service currently provided by Norfolk PACT and funded by MOJ until 30 September 2014, to provide continuity of service over the year	1 October 2014
1.2 To contribute, alongside other PCCs within the Eastern Region, towards a one-year Regional Victims' Co-ordinator post. The principal role of the post will be to develop options for regional approaches to victims' services, particularly with regards to referral processes	Grant	£10,000	Rather than appoint a member of staff, the regional working group has appointed consultants TONIC to carry out this work. Financed from MOJ preparatory funding	Expected to begin early Summer 2014
1.3 To develop a Victims' Hub (to increase capacity and capability) for the delivery of victim-focussed restorative justice (RJ) within the county	Grant	£50,000	Financed from MOJ preparatory funding. Final negotiations to commission Victim Support	July 2014
1.4 To provide an online Victims' Panel to inform the planning and review of victim services	Crime and Disorder Reduction Grant	£9,900	Financed from MOJ preparatory funding. Final negotiations to commission Victim Support	Further allocation 2015-17
1.5 To deliver grants to organisations in support of Police and Crime Plan objectives and, specifically: <ul style="list-style-type: none"> Tackling domestic abuse and sexual violence Supporting victims and preventing victimisation Working with offenders to prevent re-offending and rehabilitate offenders Supporting people with mental health issues and personality disorder to 	Grant	£100,000 (2013/14) £81,000 (2013/14 additional) £200,000 (2014/15)	Although included within theme 1, this commissioning intention spans across all of the four themes. The Norfolk Community Foundation administers this fund for the PCC	The 2014/15 bid round will begin in Nov 2014, with grants allocated in Feb/ Mar 2015

Theme 1: Commissioning Intentions (continued)

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
<p>1.5 cont. prevent offending and victimisation</p> <ul style="list-style-type: none"> Supporting people with alcohol and substance misuse issues to prevent offending and victimisation Working with young people to help them stay clear of crime Supporting minority communities and improving community relations 				
1.6 Restorative justice training for foster carers leading to a reduction in young people entering the CJS	Grant	£10,000		To be agreed
1.7 To promote the services available to victims of honour based violence	Grant	£5,000	Financed from MOJ preparatory funding	To be agreed, before March 2015
1.8 To support the development of an integrated and co-located service for victims and vulnerable people in locations of greatest need	Grant	£25,000	Financed from MOJ preparatory funding	To be agreed, before March 2015
1.9 Hate crime and hate incident advocates	Grant	£51,469	From MOJ Competed Fund. Scheme will end 31 March 2015 unless further funding identified	9-month allocation
1.10 Court video link	Grant	£18,000	From MOJ Competed Fund. Joint project with Suffolk. Total scheme cost £36,366	

Principal stakeholders: MOJ, Norfolk Police & Crime Panel, Norfolk Community Safety Partners, and Norfolk & Suffolk Criminal Justice Board partners

Domestic Abuse and Sexual Violence

Reducing vulnerability, promoting equality and supporting victims

As well as physical violence or assault on a spouse or partner, domestic abuse is repeated behaviour which can include controlling what you do, who you see, what you read and where you go.

It can also be verbal abuse, harassment, stalking and/or sexual assault (this list is not exhaustive).

Nationally, the overarching aim is for all agencies and the police to work in partnership to take preventative measures, protect and provide support for victims of domestic abuse and for those of sexual violence.

Desired outcome of commissioning activity:

- Early intervention and prevention
- Help victims to cope
- Help victims to recover from the harm they have experienced
- Change the behaviour of perpetrators and stop the cycle of abuse.

What does the needs assessment say?

- Continue to fund, by way of grant, current services provided by Victim Support, Leeway and Orwell Housing until 31 March 2015
- Develop a greater understanding of restorative approaches, their potential value in preventing escalation of domestic abuse and, in particular, restorative justice, provided within the county and use MOJ funding to commission additional services in accordance with need
- Provide a grant to support the Victim Support

Domestic Abuse Project

- Provide a grant to support the Sue Lambert Trust in meeting increased demand for services from victims of sexual violence
- Provide a grant to support the Harbour Centre in meeting the need for specialist child advocacy provision
- Provide a grant to Leeway Domestic Violence and Abuse Services to deliver training to GPs and their staff to recognise and respond to domestic abuse.

I will measure success based on:

- Changes made as a result of the service commissioned, e.g. have the services provided to the victims improved their circumstances and met their needs? Has the perpetrator re-offended?

Evidence that the provider has met victims' needs may include:

- Providing information requested by the victim
- Providing the specific intervention requested
- Providing emotional and practical support to victims
- Supporting victims through the criminal justice process
- Preventing or reducing re-victimisation
- Comparing victims' circumstances at intake to the service with those at exit.



Theme 2: Commissioning Intentions

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
2.1 Domestic Abuse and Sexual Violence Coordinator	Employment contract	£60,000	Salary, oncosts and working budget of £15,000	Coord in post
2.2 To provide support to victims of domestic abuse across Norfolk	Grant	£161,250	This relates to the continuation of a service currently provided by Leeway, ensuring continuity of service over the year	1 April 2014
2.3 To provide support to victims of domestic abuse across Norfolk	Grant	£41,250	This relates to the continuation of a service currently provided by Orwell Housing, ensuring continuity of service over the year	1 April 2014
2.4 To provide a court-based Independent Domestic Violence Advisor	Grant	£17,306	This relates to the continuation of a service currently provided by Leeway and funded by MOJ until 30 September 2014, ensuring continuity of service over the year	1 October 2014
2.5 To increase capacity and capability to support vulnerable women (particularly victims of domestic abuse with complex needs) in new and innovative ways	Grant	£40,000	This relates to the further development of services provided by the 4Women Centre. It is intended that the grant will be split, with £30,000 in support of victims (MOJ preparatory funding) and £10,000 to reduce re-offending, with the potential for further grants of £40,000 for the following two years	1 April 2014
2.6 To increase capacity and capability (both in respect of facilities and personnel) to support victims of sexual violence	Grant	£50,000	This relates to the further development of services currently provided by the Sue Lambert Trust to respond to substantial increased demand.	1 April 2014

Theme 2: Commissioning Intentions (continued)

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
2.6 cont.			Financed from MOJ preparatory funding. Final negotiations to commission Victim Support	
2.7 To support the continued delivery of the Victim Support Domestic Abuse Project (reaching standard and medium-risk victims of domestic abuse)	Grant	£20,000	This service currently delivers intervention to more than 2,700 victims of domestic abuse per annum. Without it, no follow-up intervention would be made	1 April 2014
2.8 To continue the delivery of training for GPs and their staff to better enable them to recognise domestic abuse	Grant	£17,505	This relates to the continuation of work by Leeway, following a principal recommendation from the Domestic Homicide Review. Financed from MOJ preparatory funding	1 April 2014
2.9 To provide child advocacy at the Harbour Centre (child sexual assault referral centre (SARC))	Grant	£40,000	The establishment of a successful child SARC is dependent upon the provision of effective child advocacy	1 April 2014
2.10 To contribute funding to a joint strategic needs assessment in pursuit of an integrated approach to better support for victims of domestic abuse	Grant	£25,000	Picking up recommendations from the Blue Marble Review for the implementation of system improvement	TBC
2.11 To determine the most effective model to deliver integrated domestic abuse victim support and offender management within Norfolk	Grant	£35,000	Links to identified need for better integrated offender management to support victim safety. Financed from MOJ preparatory funding	1 April 2014
2.12 Comprehensive advocacy support to victims of domestic abuse	Grant	£134,534	MOJ Competed Fund, extension of an existing service	Scheme ends Mar 15 unless funding identified

Theme 2: Commissioning Intentions (continued)

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
2.13 Norfolk Rape Crisis	Grant	£40,000	MOJ Competed Fund	Contribution to a capital scheme
2.14 Reaching Out on Sexual Exploitation (ROSE)	Grant	£26,736	MOJ Competed Fund	Scheme ends Mar 2015 unless funding identified

Principal stakeholders: MOJ, Norfolk Police & Crime Panel, Norfolk Domestic Abuse & Sexual Violence Board, Norfolk Community Safety Partners, and Norfolk & Suffolk Criminal Justice Board partners

Rehabilitation of Offenders

Reducing priority crime, anti-social behaviour and re-offending



In order to stop the 'revolving door' of offending, it is essential to deal with the root causes. Pathways out of offending include, but are not limited to:

- Accommodation
- Education
- Substance misuse.

Nationally, the Government's Transforming Rehabilitation programme will transform the delivery of offender services in the community, opening the majority of probation services to competition with contracts awarded to Community Rehabilitation Companies (CRC).

The Norfolk Rehabilitation Board will bring agencies, including CRC, together to deliver services in a co-ordinated way.

Desired outcome of commissioning activity:

- Early intervention and prevention of crime
- Prevent re-offending
- Change the behaviour of perpetrators.

What does the needs assessment say?

- Provide a grant to fund a link worker with 180 Degree Norfolk to forge relationships with those offenders who find it difficult to engage with statutory and non-statutory services and begin to learn about their needs and goals and support them in not offending
- Provide a grant to 180 Degree Norfolk to resource an offender emergency needs fund

to meet the needs of those on the project for whom there is no statutory obligation on any organisation to provide

- Increase capacity and capability to support vulnerable women (particularly victims of domestic abuse with complex needs) in new and innovative ways)
- Provide a grant to 4Women Centre in support of their work reducing the number of women entering the criminal justice system (see 2.4 under theme 2) and enable development of an Integrated Offender Management-type scheme for female offenders
- Provide a grant to support a Caring Dads Safer Children's Programme for Norfolk
- Provide funding to enable the development of a more complete health needs assessment of offenders in Norfolk working with Norfolk Public Health
- Fund the development of a Rehabilitation Pathways website to facilitate integrated offender management, improved partnership working and the development of a 'Through the Gate' process
- Explore potential of restorative approaches within Youth Offending Team cohort to address low-level domestic abuse and prevent escalation.

I will measure success based on:

- Changes made as a result of the service commissioned, e.g. have the services reduced the harm and risk to society, reduced re-offending and enabled participants to support themselves and make a positive contribution to society?

Evidence that the provider has been successful may include:

- A reduction in the extent or severity of offending
- Progression along the pathways out of offending, e.g. in employment or drugs cessation
- Comparing the offenders' circumstances at intake to the service with those at exit.

Theme 3: Commissioning Intentions

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
3.1 Rehabilitation Coordinator	Consultancy contract	£29,200	Pays for a consultant 2 days a week plus a working budget of £10,000	Contract in place
3.2 To provide a link worker for 180 Degree Norfolk to forge relationships with those offenders who find it difficult to engage with statutory and non-statutory services	Grant from 1 April 2014 until 31 March 2015	£31,000	This will increase the capability of a service that the PCC currently funds	1 April 2014
3.3 To provide an offender emergency needs fund to meet the needs of those in the 180 Degree Norfolk project for whom there is no statutory obligation on any organisation to provide	Grant from 1 April 2014 until 31 March 2015	£10,000	This relates to the continuation of an aspect of a service that the PCC currently funds	1 April 2014
3.4 To provide early support to fathers who are struggling with being a parent, exhibiting behaviour that may be frightening, destructive and disruptive to the family, bringing about positive behavioural change	Grant from 1 April 2014 until 31 March 2015	£10,000	This relates to a service, 'Caring Dads', currently running in Suffolk and being delivered by third sector organisation Men's Craft.	During 2014
3.5 To provide an outreach project in the West Norwich area, to improve the life chances of vulnerable young people and prevent involvement in crime and victimisation	Grant	£41,200	This relates to the continuation of a project, 'Reach', provided by the Henderson Trust. Funding of £40,000 per annum has been granted for 3 years	1 April 2014
3.6 To provide early intervention with young people who are vulnerable to being involved in crime or anti-social behaviour	Grant	£114,000	This relates to the continuation of funding provided for the year 2013/14 by the PCC to the Youth Offending Team	1 April 2014
3.7 Offender health needs assessment	Direct commissioning	£3,000	Funding half the cost of a £6,000 project delivered to Norfolk Public Health	

Theme 3: Commissioning Intentions continued

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
3.8 Rehabilitation website	Direct commissioning	£8,000	To support all key partners by providing a website for better coordination of rehabilitation services for ex-offenders. To support the work of the Rehabilitation of Offenders Board	In progress

Principal stakeholders: MOJ, Norfolk Police & Crime Panel, Norfolk Rehabilitation Board, Norfolk Youth Offending Board, Norfolk Community Safety Partners, and Norfolk & Suffolk Criminal Justice Board partners

Mental Health, Drugs and Alcohol

Reducing the need for service through preventative and restorative approaches

Every year, one in four people will experience a mental health problem, with higher levels of mental illness experienced by those within the criminal justice system.

Nationally, the Mental Health Crisis Care Concordat - improving outcomes for people experiencing mental health crisis - is a commitment 'to work together to improve the system of care and support so people in crisis because of a mental health condition are kept safe and helped to find the support they need, whatever the circumstances in which they first need help and whichever service they turn to first.'

In Norfolk, a substantial amount of police time (estimated at 40%) is spent responding to people with mental health problems.

Desired outcome of commissioning activity:

- Reducing demand for services
- Helping victims to recover from the harm they have experienced
- Early intervention and prevention of crime
- Preventing re-offending.

What does the needs assessment say?

- Provide a grant in support of the Police Innovation Fund bid to provide sustained mental health professional support within the Police control room
- Explore the potential to provide grant in respect of a needs assessment and pathways trial in partnership with East of England Public Health and Office of the Police and Crime Commissioner for Cambridgeshire
- Fund a one-year coordinator post to map victim and offender needs with regards to mental health, drugs and alcohol, to conduct a gap analysis of liaison and diversion and to contribute to needs analysis and action plan for the Mental Health Crisis Care Concordat
- Contribute to funding of an offender health profile for Norfolk, working in partnership with Public Health Norfolk.

I will measure success based on:

- Changes made as a result of the service commissioned, e.g. have calls for services reduced?

Evidence that the provider has been successful may include:

- Providing appropriate interventions to meet the needs of those seeking support
- Reducing repeat calls for services
- Providing information requested
- Providing the specific intervention requested
- Providing a reduction in the extent or severity of offending
- Progression along the 'pathways out of offending', e.g. health or drugs cessation
- Comparing circumstances at intake to the service with those at exit.



Theme 4: Commissioning Intentions

Commissioning intent	How it will be commissioned	Amount	Additional information	Time frame
4.1 Mental Health Coordinator to map gaps in support for victims with mental health needs and identify appropriate interventions		£47,500	One-year contract starting mid-June 2014. Full year cost £60,000. Financed from MOJ preparatory funding	Coord in post
4.2 To provide mental health specialists within the Police control room	Grant from 1 April 2014 until 31 March 2015	£58,340	This is the PCC's 40% share of funding to support a 2014 bid to the Government's Innovation Fund	Expected to be Summer 2014
4.3 Providing targeted support for victims and offenders with mental health and/or drug and alcohol issues		£200,000		Before 31 March 2015
4.4 To support the needs of female offenders with identified drugs, alcohol and mental health needs within the women's Integrated Offender Management programme		£50,000	The success of the programme depends on this support	TBC
4.5 REACH engagement project (at risk young people)	Grant	£12,080	From MOJ Competed Fund	Scheme ends March 2015 unless further funding identified
4.6 Mental health crisis support	Grant	£50,464	From MOJ Competed Fund	Scheme ends March 2015 unless further funding identified

Principal stakeholders: MOJ, Norfolk Police & Crime Panel, Norfolk Rehabilitation Board, Norfolk & Suffolk NHS Foundation Trust, Norfolk Community Safety Partners, and Norfolk & Suffolk Criminal Justice Board partners

Commissioning Intentions: References

<p>Theme 1: Criminal Justice Support, Witnesses and Victims</p> <p>Theme 2: Domestic Abuse and Sexual Violence</p>	<ul style="list-style-type: none">• Ministry of Justice (MOJ), 2013, Victims' Services Commissioning Framework, Getting it right for victims and witnesses• Victims' Code
<p>Theme 3: Rehabilitation of Offenders</p>	<ul style="list-style-type: none">• MOJ, 2013, Transforming Rehabilitation• Independent commission on youth crime and anti-social behaviour report, 2013, A fresh start to tackling youth crime - A briefing for Police and Crime Commissioners• MOJ, 2014, Using Evidence to Promote Effectiveness
<p>Theme 4: Mental Health, Drugs and Alcohol</p>	<ul style="list-style-type: none">• MOJ, 2013, Transforming Rehabilitation• Revolving Doors Agency, 2013 Balancing Act - Addressing health inequalities among people in contact with the criminal justice system• Department of Health, 2014, Closing the Gap: Priorities for essential change in mental health.• Norfolk Constabulary, Suffolk Constabulary and University of East Anglia, 2012, Norfolk and Suffolk Health Needs Assessment 2012.• MOJ, 2014, Using Evidence to Promote Effectiveness

Commissioning Framework

Theme

Supporting Victims and Witnesses

Domestic Abuse and Sexual Violence

Rehabilitation of Offenders

Mental Health, Drugs and Alcohol

Need

Emotional and practical support to help victims and witnesses & improve Criminal Justice outcomes

Additional and enhanced service provision

Additional and enhanced service provision

Understand, assess and refer (outside the CJS where appropriate)

Funding to

Improve the CJS for victims and witnesses incl. children and young people
Provide effective support services
Prevent victimisation - develop/ provide better services
Better understand victims

Further improve strategic approach, coordination and breadth of services to tackle domestic abuse
Prevent domestic abuse and sexual violence
Protect the vulnerable and deliver support

Work with/ challenge orgs. to provide a cohesive and co-ordinated approach to offender rehabilitation to reduce offending and demand on police services
Prevent reoffending and provide pathway support

Improve co-ordination and provision of mental health, drugs and alcohol services, reducing demand on police
Reduce demand on CJS and obtain support to prevent victimisation and re-offending

Desired outcome

Cope and recover
More restorative justice conferences

Early intervention
Cope and recover
Stop abuse cycle
Improved GP referrals

Early intervention
Prevent re-offending
Change behaviour

Reduce demand on police
Recover
Early intervention
Prevent re-offending

Definitions:

Norfolk Community Foundation ('the Foundation') is a registered charity (Charity number 1110817) created to support the smaller charities and community groups across the county through the provision of a grant-making service to its donors.

The **Safer Norfolk Foundation Medium Grant Programme** ('the Grant Programme') has been created by the **Office of the Police and Crime Commissioner for Norfolk** ('OPCCN') - a Corporation Sole created by the Police Reform and Social Responsibility Act 2011 - to deliver grants to organisations working in areas highlighted within the 'Causes to be Supported' section which are aimed at supporting the Police and Crime Plan objectives issued by the OPCCN.

Objectives

The aim of the Grant Programme is to support a wide range of charitable, voluntary and community activities across Norfolk.

Area of Benefit

Norfolk.

Causes to be Supported

In accordance with the Foundation's grants policy and guidelines, the aim of the Grant Programme will be to support disadvantaged and vulnerable groups that are:

- Tackling domestic abuse and sexual violence
- Supporting victims and preventing victimisation
- Working with offenders to prevent reoffending and rehabilitate offenders
- Supporting people with mental health issues and personality disorder, to prevent offending and victimisation
- Supporting people with alcohol and substance misuse issues, to prevent offending and victimisation
- Working with young people to help them stay clear of crime
- Supporting minority communities and improving community relations.

Criteria

The Grant Programme seeks to encourage partnership working and extra weight will be given to applications demonstrating where organisations are working in partnership.

Equality Statement

The OPCCN's commitment to eliminating discrimination, promoting equality and fostering good relations is reflected in the aims of all its relevant policies, strategies and plans. The Foundation is equally committed to these aims in its own work and it is, therefore, important that the organisations seeking to secure grants under the Grant Programme can demonstrate that they share this commitment and reflect it in all relevant areas of their work.

What Will Not Be Funded

- Projects not benefitting people living in Norfolk
- Promotion of religious or political causes
- Retrospective funding
- Groups that cannot justify having significant unrestricted reserves
- Private members' sports clubs

- Payments towards endowment funds, deficit funding or loans
- National charities that are not providing clear local benefits
- Overseas expeditions
- Sponsored or fundraising events
- Medical research and equipment for statutory or private healthcare
- Start-up funding for a project that is unable to start within nine months.

Size of Grants

The Grant Programme will focus on grants up to a maximum of £10,000. This can be varied by mutual agreement as required and must be in writing.

Variations

The Grant Programme's charitable objectives can be varied by mutual agreement from time to time. Such variation must be in writing, signed by both parties and appended to the Named Fund Agreement.

The Fund

Funds made available by OPCCN to the Foundation for the purposes of investment and grant funding in accordance with the Named Fund Agreement will support a Revenue Fund for immediate grant-giving.

Grant Programme Procedures

The Foundation will undertake all aspects of the management and administration of the grant-making process:

- Advertising the fund
- Handling enquiries and sending out and processing applications
- Assessing applications in accordance with the objectives and Grant Programme detailed in the Named Fund Agreement
- Recommending projects to OPCCN to decide on the projects they would like to support and compiling a schedule of eligible applications with detailed assessment reports for each project to be provided to and discussed with the Trustees. For avoidance of doubt, the OPCCN will sign off proposals to proceed to payment; without this sign-off, no grant can be made
- Notifying applicants and making grant awards in accordance with the funding decisions of the OPCCN
- Maintaining records
- Monitoring of grants awarded.

The OPCCN will receive, from the Foundation, a schedule of eligible applications with detailed assessment reports for each project nominated for discussion and any recommendations they wish to make at least a week ahead of the scheduled awards meetings.

The Fund will be managed and grants awarded in accordance with best practice developed by the Foundation.

All grants are subject to ratification by the Foundation's Trustees.

The Foundation will provide the OPCCN with an annual statement in respect of the Grant Programme setting out the value of the Fund, grants awarded and administration fee levied, together with any other information it may reasonably request from time to time.

The Foundation will promote the Grant Programme via its usual channels. However, the OPCCN may forward requests for funding directly to the Foundation and is welcome to bring to the attention of the Foundation the needs of any organisation that may be eligible for funding. The Foundation will then compile a detailed assessment report to be discussed with the other nominated applications at the next meeting.

Grants Awards

Grants will be awarded bi-annually through the Grant Programme.

Monitoring

All grants from the Grant Programme will be monitored in accordance with the Foundation's best practice; namely all grants will be routinely monitored after four months of the date of the award and an end of grant monitoring form will be completed by the applicant on fulfilment of the project grant. This will detail the impact and outcomes of the project funded.

Management Arrangements

The Fund will be held by the Foundation until awarded as grants. All grants will be awarded in the name of the Grant Programme. The Fund will be separately identified in the Foundation's accounts and annual report. All monies held within the Grant Programme will be applied to the above charitable objectives.

Fund Review

The Chief Executive of the Foundation will meet with OPCCN, at least annually, to review the overall operation, investment strategy and performance of the Fund.

Publicity

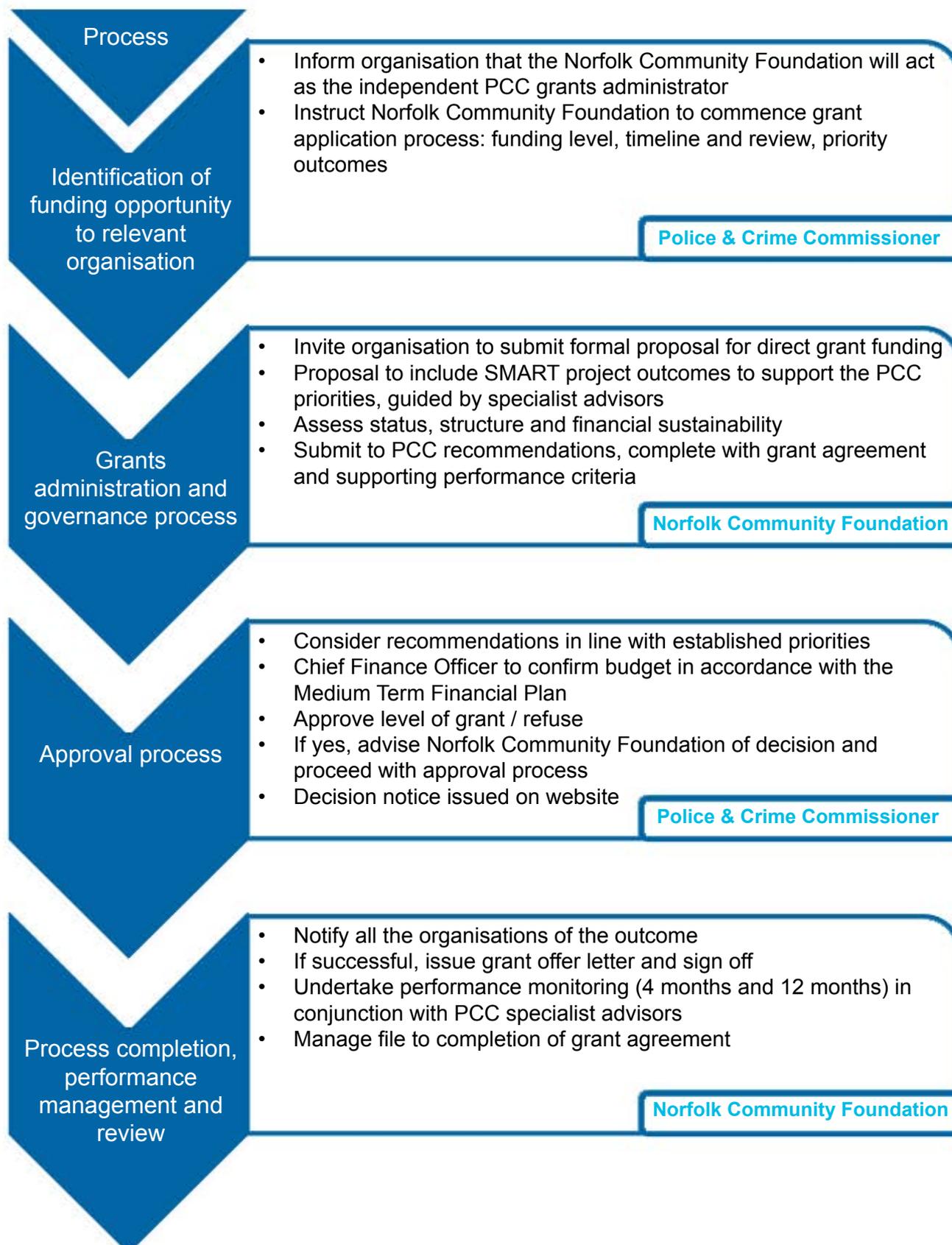
The Foundation will promote the Grants Programme on its website, within its annual report and Foundation literature.

Building the Fund

Any future donations to the Grant Programme will be included within the terms of this agreement.

Contribution to Administration Costs

In addition, the OPCCN agrees to make a donation towards administration costs equivalent to 5% of funds given during the year or as otherwise agreed.





**OFFICE OF THE
POLICE AND CRIME COMMISSIONER
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