

Safe, resilient, connected communities

Commissioning Intentions Plan 2019 to 2020

"Safe, resilient and connected communities" the Police and Crime Plan 2017-2020 for Devon, Cornwall and the Isles of Scilly

Priority 1: Connecting Communities and Policing

A Local Policing Promise - that policing is

Accessible, Responsive, Informative, Supportive

Priority 2: Preventing and deterring crime

Priority 3:
Protecting
people at risk of
abuse and those
who are
vulnerable

Priority 4:
Supporting
victims and
witnesses and
helping them to
get justice

Priority 5: Getting the best out of the police

Introduction

The Police and Crime Commissioner Alison Hernandez was elected to office in May 2016. Soon afterwards, the Commissioner published her Police and Crime Plan for 2017-2020: 'Safe, Resilient and Connected Communities'. This was supported by the Commissioning Intentions Plan 2016 – 20 describing how the partnership priorities in the Police and Crime Plan will be commissioned.

How the Commissioning budget has been allocated in 2018/19

In the current financial year 2018/19, the total Commissioning Budget being managed by the Criminal Justice, Partnerships and Commissioning Team within the Office of the Police and Crime Commissioner (OPCC) is £5,487,827. This budget combines the Ministry of Justice £2,015,267 Victim Services Grant & CSA/CSE Grant used to fund victim care services as part of the Police & Crime Commissioners (PCC) statutory responsibility set out in the Victims Code and an allocated £3,472,560 PCC budget to support delivery of the Police & Crime Commissioners Police & Crime Plan.

The Commissioning Budget for 2018-19 has been allocated as follows:

Budget Area	2018-19
MoJ Victim Services Grant inc. CSA/E grant	£2,015,267
Community Safety Fund	£1,610,249
Independent Sexual Violence Advisor Contract (ISVA)	£343,610*
& Sexual Assault Referral Centres (SARCs) *Includes £158,590 contribution from NHS(E)	
Youth Offending Service	£500,701
Mental Health – Street Triage	£100,000
Mental Health – Neighbourhood Liaison & Diversion	£150,000
PCC Emerging Commissioning Priorities Fund	£510,000
OPCC Commissioning Team Salaries	£158,000
PCC Small Grant Scheme	£100,000
Total	£5,487,827

Looking ahead to the final year of the Commissioner's term of office, this document sets out how the commissioning budget will be allocated in 2019/20 to support delivery of the Police and Crime Plan.

Commissioning Budget Intentions for 2019-20

Commissioning Area	Police & Crime Plan Priority	2019 - 20
Community Safety Partnership Fund	Whole Police and Crime plan	£1,685,249*
*Inc. an additional £70k contribution for Safer Towns across Devon, Plymouth & Torbay		
PCC Police and Crime Plan Priorities Fund	Whole Police and Crime Plan	£295,000
Community Speedwatch	Whole Police and Crime Plan	£80,000
Road Safety	Whole Police and Crime Plan	£30,000
CCTV connectivity	Whole Police and Crime Plan	£100,000
Business Crime Strategy	Whole Police and Crime Plan	£30,000
Youth Offending Service	Preventing and deterring crime	£500,701
Local Criminal Justice Board	Preventing and deterring crime	£20,000
CASS Plus	Preventing and deterring crime	£32,600
Circles SW	Preventing and deterring crime	£44,600
Independent Sexual Violence	Supporting victims and	£512,199*
Advocacy Service (ISVA) SARC Service	witnesses and helping them to get justice	
*includes £212,199 for 2019/20 contribution from NHS(E)	<i>σ</i> ,	
Victim Care Services *funded by MoJ £1880,076 Victim Services	Supporting victims and	£2,020,341
Grant & £140,076 CSA/E grant	witnesses and helping them to get justice	
Restorative Justice Service	Supporting victims and witnesses and helping them to get justice	£230,000
Mental Health Street Triage	Protecting people at risk of abuse and those who are vulnerable	£100,000
Mental Health Neighbourhood	Protecting people at risk of	£150,000*
Liaison & Diversion *Subject to a positive evaluation of the pilot	abuse and those who are vulnerable	
Total		£5,830,690

Whole Police & Crime Plan

Community Safety Partnership Fund

The Community Safety Partnership Fund was originally created in 2013/14 and the budget established based on an amalgamation of various funding streams which predated the creation of the Police and Crime Commissioner role, for example, Drug and Alcohol Action Team funding (DAAT), Domestic Abuse funding, BCU Commanders' Fund, Positive Futures Fund etc. These diverse funding streams were halted nationally and built into the base police budgets for each Force, for use as directed by Police and Crime Commissioners.

The rationale for allocating the amalgamated fund to Community Safety Partnerships (CSPs) was set out in the 'External Partnership Services Commissioning Intentions Plan 2014/15 to 2016/17'. The aim of providing funding to the CSPs was to encourage integrated working, joint commissioning and the co-ordinated delivery of services. It allows local community safety plans to be developed by a multi-agency partnership based upon a sound evidence base, linked firmly to the Police and Crime Plan and local Strategic assessments, and for the priorities highlighted in the plan to be funded accordingly via a pooled and integrated budget wherever possible. This approach continues within this Commissioning Intentions Plan but remains under close review to ensure that services are being developed in the most appropriate way and are closely aligned to the Commissioner's priorities.

The structure of Community Safety Partnerships reflect the different Local Authority boundaries across Devon, Cornwall & the Isles of Scilly. The Isles of Scilly, Cornwall, Plymouth and Torbay are all unitary authorities while Devon is two tier, incorporating Exeter City, District Councils and Devon County Council. This has resulted in a number of District Council areas working together as local Community Safety Partnerships to address community safety issues in their areas.

As per the arrangements originally set out in 2018-19, the OPCC will provide funding direct to Community Safety Partnerships at District, City and County level in order to help facilitate local delivery and accountability. The Isles of Scilly Community Safety Partnership will receive a small increase in funding to reflect the rural isolation of the islands and lack of opportunity to access cross boundary resources.

Community Safety Partnerships support and co-ordinate the work of all the partners in their local area by producing an annual strategic assessment to identify community safety priorities and set objectives. These documents were used to inform and produce a Peninsula Strategic Assessment.

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Since 2012, analysts representing each of the CSPs and the police have worked together to build a shared evidence base, in the form of the Peninsula Strategic Assessment (PSA) and the suite of Organised Crime Local Profiles (OCLPs) that support the local delivery of the Serious and Organised Crime Strategy.

The latest iteration of the PSA provides an interim update for the Police and Crime Commissioner to refresh the final year of the Police and Crime Plan.

The latest PSA is the first to utilise the MoRiLE (Management of Risk in Law Enforcement) methodology to undertake a review of strategic threat, risk and harm. It identifies and describes the main threats and risks to communities across Devon, Cornwall and the Isles of Scilly. It also provides a broad assessment of the effectiveness of the responses in place and identifies gaps and areas for improvement.

It is intended to be used to indicate where joint approaches and co-ordination of partnership resources may be most effective.

Crime Trends

A study of the Peninsula Strategic Assessment (PSA) and latest Office of National Statistics (ONS) Crime Data for the 12 months to September 30th 2018 compared to the year prior indicates:

Police forces across England and Wales are recording much higher levels of crimes than in previous years.

- Recorded crime has increased by 10% in Devon and Cornwall, and 8% nationally over this period. Along with this came an 8% increase in the number of 999 calls received by the force, due to the high demand in the summer of 2018.
- The crime rate in Devon and Cornwall has increased from 55.6 offences per 1000 population to 60.2 offences per 1000 population. Devon and Cornwall still remains significantly lower than the average for England and Wales of 86.4 offences per 1000 population.
- Devon and Cornwall has the 7th lowest crime rate in England and Wales.

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Some genuine rises in crime prevalence

- Vehicle offences have increased by 36% over the last two years, equating to 1,600 more crimes, although the rate of crime remains comparatively low. Vehicle offences are generally well-reported by victims and well-recorded by the police, so this is likely to reflect a genuine increase in crime;
- Most serious violence is another well-reported and recorded crime, and this increased by 20% over the last year, although it remains a low volume crime;
- The rate of most serious violence across Devon and Cornwall is around the average for similar force areas nationally. We are not seeing the same rise in homicides and knife crime that have been reported nationally, however, and links to organised crime groups and gangs are less clear.

Demands on partners have increased in complexity

- The crime profile is changing up until very recently, traditional volume crime types, such as thefts and criminal damage, have dropped year on year and we have seen the more complex issues, such as domestic abuse, the exploitation of vulnerable people to sell drugs, sexual violence and cyber-crime make up an increasingly greater proportion of reported crime;
- This shifts the focus to responding to risk and vulnerability and places longer term and more complex demands on police and partners to resolve.

CSP Funding Allocations

The figures in the table below show the actual funding amounts allocated to each CSP in each financial year:

CSP	Torbay	Devon	Cornwall	Plymouth	Isles of Scilly	Total
2017/18	£201,575	£535,470	£448,636	£400,568	£14,000	£1,600,249
2018/19	£201,575	Safer Devon £439,470 Exeter £25,000 South Devon & Dartmoor £25,000 Torridge & North Devon £25,000 East & Mid Devon £25,000	£448,636	£400,568	£20,000	£1,610,249

2019/20	£201,575*	Safer Devon £439,470*	£448,636	£400,568*	£25,000*	£1,615,249
		Exeter £25,000 South Devon & Dartmoor £25,000 Torridge & North Devon £25,000 East & Mid Devon £25,000				

The recently completed CSP half year spending reviews conducted by the OPCC confirm that this funding is being used effectively to jointly commission domestic abuse, substance misuse and other safeguarding services, as well as supporting other relevant community safety projects.

The following table provides a breakdown of how the Community Safety Partnerships allocated their funding in the 2018-19 financial year in support of the Police and Crime Commissioner's Police and Crime Plan 2017-20:

Priority**	Cornwall	Devon*	Plymouth	Torbay	Isles of Scilly
Sexual Violence/ Domestic Abuse/ Child Sexual Abuse advocacy services Therapeutic services Healthy relationships training	£277,794	£227,000 £2,750 £2,500	£215,200	£26,000	£5,000
Domestic Homicide Reviews	£9,000	£49,000		£3,000	
Substance Misuse Treatment (CJ) Y-Smart (Devon)	£130,436	£80,470	£98,500	£56,700	
CSP Intelligence & Strategic Analysis (covering Serious &Organised Crime, DASV, trauma needs assessments, research, data/outcomes etc)	£16,500	£50,000	£48,000		

Reducing reoffending		£16,000		£35,600	
Mental Health					£5,000
ASB		£13,006 £1,150	£5,868	£40,000	
Alcohol/NTE ARID				£6,600	
Street Pastors Safe Place				£6,000	
Road Safety					£5,000
Training for professionals and community to address issues such as CSE	£14,906	£1,100 £2,360			£3,000
Awareness raising campaigns		£15,000	£30,000	£10,000	£2,000
Community Cohesion (inc Prevent)			£3,0000		
Early Intervention		£500			
Other		£10,000 £206		£17,675	
TOTAL	£448,636	£539,470*	£400,568	£201,575	£20,000

^{*}Figure includes the £25k allocation to each of the four district Community Safety Partnerships across Devon

As in previous years, analysis of the grant allocation set out above and any comparisons drawn should be treated with caution. The four main Partnerships receive a varying level of additional funding from other partners and make different levels of investment into each of the listed priorities; the percentage value of contributions from PCC funding to contracts such as local Domestic Abuse services and Substance Misuse contracts continues to vary from Partnership to Partnership and depends on the local commissioning arrangements.

^{**}In 2018-19, each of the four District level Community Safety Partnerships across Devon spent on priorities listed in the above table and set out in their individual Community Safety Plans

The Partnerships continue to rely increasingly heavily on the funding from the Police and Crime Commissioner to deliver the following essential services: sexual violence and domestic abuse, substance misuse (criminal justice service offender interventions) via the delivery of targeted service provision. The Partnerships continue to pool this funding with varying contributions from other key statutory partners in order to deliver these key services. Reductions in contributions from other partners continues to place service delivery under increasing pressure; as a result the Community Safety Fund grants from the Commissioner are allocated to service provision leaving little room to address emerging priorities such as County Lines or to innovate and pilot new approaches to issues of relevance to local communities. However, the PCC expects CSPs spending plans to reflect the identified threats and risks contained within the PSA as well as the priorities within her Police & Crime Plan

The Police and Crime Commissioner intends:

------ to provide a small increase in the overall Community Safety Partnerships Fund for the final year of the Police and Crime Plan in order to continue to offer stability to the delivery of key services for vulnerable victims and for those people with complex needs. The increase in funding will be given to the Isles of Scilly Partnership to bring it in line with the District Council contribution whilst acknowledging the rural isolation of the islands and the lack of opportunity to rely on cross boundary resources. The formal Conditions of Grant document will continue to stipulate that the domestic abuse and sexual violence support services **must continue** to be prioritised by Community Safety Partnerships.

Police and Crime Plan Priorities Fund

In the 2018/19 financial year, the Commissioner allocated £510,000 to the funding of specific areas of work involving delivery against the Local Policing Promise, Business Crime and CCTV connectivity as well as emerging priorities and new and ongoing projects. This funding supported the delivery of schemes supporting victims of crime across Devon, Cornwall and the Isles of Scilly and provided grants to organisations with the aim of reducing offending.

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For the 2018-19 financial year £200,000 was allocated to support delivery of a number of specific activities in two areas of the Police and Crime Plan; the Local Policing Promise and online business crime. This funding stream was managed by the OPCC Strategy and Planning Manager within the OPCC and was used to provide seed funding, supporting pilot initiatives and partnership contributions to enhance and support co-delivery projects with partners including business and the third sector in these three areas of activity. In 2018-19 it funding was allocated in the following areas:

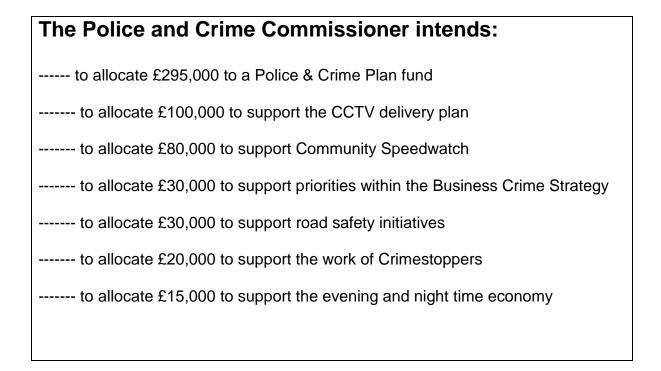
- Policy development, seed funding and projects on road safety, including community speedwatch, enhanced support for watch schemes, ENTE harm reduction initiatives, online safety and business crime reduction initiatives such as shopwatch and business crime partnerships
- A £75,000 Connectivity Investment Fund competed pot made available to local policing teams to support initiatives under the new local Connectivity Plans that enhance connectivity with their local communities
- A £5,000 allocation for training and resources to support the PCC's new Councillor Advocate Scheme

As announced by the PCC in February 2017 a new CCTV Investment Fund of £200,000 was put in place to support the delivery of interconnected CCTV systems across Devon and Cornwall in line with the PCC's published CCTV Investment Strategy. The OPCC has been working with local authorities across Devon and Cornwall over the past months and ran a full Expressions of Interest exercise under the governance systems set up under that investment strategy, For transparency that investment fund is also being reflected within this Commissioning Intentions Plan for future years – with an additional £100,000 identified to provide a total infrastructure investment pot of £300,000 under the PCC's term of office.

To date £184,000 of the total fund has been allocated, £73,000 to support schemes in Cornwall while £111,000 to support schemes in Devon

For the 2019/20 year £295,000 is allocated to the funding of emerging priorities and new and ongoing projects. The majority of this funding is intended to support initiatives that support and protect victims of crime across Devon, Cornwall and the Isles of Scilly. Examples of previous funding include a pilot scheme set up to help and support young victims of crime as well as provide therapeutic and practical support to victims of child sexual abuse/exploitation.

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Preventing and Deterring Crime

Youth Offending Service

The Youth Offending Service (YOS) works with young people who get into trouble with the police and with those affected by their behaviour. Their primary role is to reduce or prevent further offending. The four Youth Offending Teams (YOT) for Cornwall, Devon, Plymouth and Torbay are part of the respective Local Authorities and are separate from the police and probation arrangements. The teams are made up of multi-agency staff with backgrounds in policing, social work, education, probation and health.

Funding for the YOS across all agencies continues to be under significant pressure. This has led to an ongoing redesign of operating models across the Peninsula, reductions in workforce and amendments to service provision leading to pressures on other service areas, in particular early intervention work.

The Police and Crime Commissioner intends to provide a sustained level of funding to ensure the Youth Offending Service delivery is sustained

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Local Criminal Justice Board

Local Criminal Justice Boards (LCJB) in England and Wales were set up in April 2003 to manage the criminal justice system (CJS) at a local level and to ensure all criminal justice agencies are working together to tackle crime. Core membership of LCJBs consists of chief officers of the main local CJS agencies: Police; Crown Prosecution Service; Probation; HMCS (the Court Service); Prison Service and Youth Offending Teams.

As Chair of the Local Criminal Justice Board the Police & Crime Commissioner recognises the effort and energy of Criminal Justice partners to work collaboratively across the criminal justice pathway. In recognition of this the PCC will provide £20,000 to be used as match funding to deliver local initiatives that address the risk of offending.

CASS Plus

CASS Plus is an independent charity working to reduce re-offending and increase the wellbeing of defendants, victims of crime and their families within the court system. In 2018/19 funding was provided to CASS Plus to support the extension of their excellent work into Newton Abbot Magistrates Court. The charity have supported a number of individuals offering help and support for a range of issues including health/mental health, drugs and alcohol, accommodation, finance/debt, benefits, domestic abuse and family support. Case studies continue to demonstrate the value of this service, as a result and additional £32,600 will be provided in 2019/20 to sustain this service.

Circles South West

Circles South West is a charity whose objectives are to relieve the needs and promote the rehabilitation, treatment, education and care of persons who have committed or are likely to commit offences, particularly sexual offences, against others and the families of such persons and others affected by such offences.

Circles UK is the national body supporting the development, quality and effectiveness of local circles delivery .The Ministry of Justice (MOJ) has grant supported Circles UK since 2008. Her Majesty's Prison and Probation Service (HMPPS) MOJ grant to Circles UK was increased to £154,000 in 2017-18. However in 2018 HMPPS concluded that a national commissioning model for Circles within their budget would no longer be viable and that in future Circles provision will be better supported through local funding aligned to local priorities.

The ability of services to address the risks sex offenders potentially present to communities is extremely limited, therefore it is the intention of the PCC to provide £44,600 to sustain the services delivered across Devon & Cornwall.

The Police and Crime Commissioner intends:								
to allocate £87,200 to support initiatives that seek to reduce reoffending								
to allocate £20,000 to support initiatives identified by the Local Criminal Justice Board								
to allo	cate £32,600 to	o support the	work of CASS	S Plus				
to allo	cate £44,600 to	o support the	work of Circle	s SW				
		to maintain the 2018-19 level of Youth Offending Service funding for final year of the PCC's term of office to ensure their service delivery can be sustained						
	s term of office	to ensure the	ir service deli	very can be su	ustained			
of the PCC'	s term of office Devon	to ensure the	ir service deli	very can be su	ustained Total			
	s term of office	to ensure the	ir service deli	very can be su	ustained			
of the PCC'	s term of office Devon	to ensure the	ir service deli	very can be su	ustained Total			
of the PCC' 2017-18	Devon £190,266	to ensure the Cornwall £160,224	Torbay £65,091	Plymouth £85,119	Total £500,701			

Supporting Victims and Witnesses and helping them to get Justice

Victim Services Grant 2019-2020

The Ministry of Justice has indicated their intention to Police and Crime Commissioners for victims' support services grants in 2019/20 to be maintained at £67.85m. This breaks down nationally into £63.15 for victim services and £4.7m for child sexual abuse support services. They continue to use the population based formula (using 2017 population data) to distribute this grant Victim Care is an important strand of the Police and Crime Plan.

The ring-fenced Victim Services Grant for Devon & Cornwall for 2019-20 and use of the population based formula has resulted in a slight increase on the previous year:

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	2018/19	2019/20
Victim Services Grant	£1,875,543	£1,880,265
CSA/CSE Grant	£139,724	£140,076
Total	£2,015,267	£2,020,341

Victims of crime need sympathetic and timely support which helps them to recover, whether or not they choose to report their crime to the police. As part of our duty of care detailed within the Victim Code, the Victim Services Grant is used to provide essential support and establishes victim care arrangements. In Devon, Cornwall and the Isles of Scilly, we have gone beyond the core standards of care set out in the Code to establish the broadest network of organisations in order to deliver effective victim care across the Peninsula. The funding received is utilised to fund in excess of 60 third sector organisations providing tailored support to victims according to need.

The Commissioner remains focused on being able to support those individuals who are most affected by crime and those organisations seeking to support them in recovering from their ordeal.

Supporting Victims of Sexual Offences

Sexual Assault Referral Centres & Independent Sexual Violence Advisor Services

A Sexual Assault Referral Centre (SARC) is a special facility where victims of rape or sexual assault can receive immediate help and support, while Independent Sexual Violence Advisors (ISVA's) advocate on behalf of victims, providing help and support through the criminal justice system.

In 2018 the commissioning arrangements changed with NHS England assuming responsibility for the commissioning of SARC services, while the Office of the Police & Crime Commissioner (OPCC) assumed the responsibility for the commissioning of ISVA services. Both contracts commenced 1st October 2018.

NHS England awarded the new SARC contract to North Devon Healthcare NHS Trust, while the OPCC awarded the new ISVA contract to First Light. The annual cost of the ISVA contract is £415,000. Each contract is awarded on a three year plus one, plus one basis. NHS England have given an undertaking to provide continued funding to support ISVA services until March 2022 to support dedicated children and young person's ISVA's as well as funding to support the commission and roll-out of Service Standards for Men and Boys.

FROM	ТО	FINANCIAL YEAR	VALUE £
NHS ENGLAND	OPCC	APR-19 TO MAR-20	£212,199
NHS ENGLAND	OPCC	APR-20 TO MAR-21	£202,199 ¹
NHS ENGLAND	OPCC	APR-21 TO MAR-22	£202,199 ²

The PCC has and continues to work closely with NHS England, jointly contract managing, the ongoing service delivery of both services. This has enabled the provision of new SARC premises in Plymouth which opened in December 2018, and means the Devon and Cornwall policing area continues to have three SARCs situated in Truro, Plymouth and Exeter.

Practical and emotional support to victims of Child Sexual Abuse/Exploitation

Recognising the fact that on average men will suffer in silence for a period of 35 years before they may seek help having suffered child sexual abuse, the OPCC is working with Operation Emotion to deliver a pilot scheme to male patients at Old Farm Surgery, Foxhole, Paignton who disclose previous child sexual abuse, offering relief from isolation and an acceptance of experiences without judgment. It also provides an important gateway to other creative based and educational activities.

Funding is also granted to The Childrens Society who provide a CSE worker in the Exeter SARC that incorporates the Paediatric Centre of Excellence for children and young people who are victims of serious sexual assault.

Restorative Justice Service – Make Amends

In October 2017 the PCC commissioned a new Restorative Justice Service with the contract being awarded to Make Amends working with Shekinah. This service brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward. The OPCC continues to monitor contract delivery. Performance reports indicate an increasing trend in referrals to the service, while case studies provide evidence of providing such a service to both those who have been harmed and those who cause the harm, thus reducing the fear of crime and the risk of reoffending.

¹ Subject to the exercise of the optional extension in accordance with Paragraph 4 of this MOU

² Subject to the exercise of the optional extension in accordance with Paragraph 4 of this MOU

The Police and Crime Commissioner intends: ----- To allocate £2,020,341 to maintain Victim Care Services including those dedicated to providing practical and emotional support to victims of CSA/E ----- To allocate £512,199 to maintain the delivery of the Independent Sexual Violence Advisor contract (this includes £212,199 from NHS England) ------ To provide £230,000 to maintain the Restorative Justice contract

Protecting people at risk of abuse and those who are vulnerable

Mental Health – Street Triage and Neighbourhood Liaison & Diversion

Street Triage is an ongoing initiative that sees police and mental health services work together to ensure people get appropriate care when police officers are called to respond to a person in crisis. Mental Health professionals working in the police control rooms in Exeter and Plymouth offer immediate advice, jointly make accurate risk assessments and aim to give the right care to the person experiencing a mental health crisis with the aim of police custody being a last resort.

The current Street Triage scheme is jointly funded and commissioned by the two Devon CCGs and the PCC. The PCC contribution to the service in 2018/19 is £100,000. The scheme continues to contribute to a significant decrease in s136 MHA detentions and this has been well evidenced within recent formal evaluation reports. Speculation concerning the arrival of a nationally commissioned Street Triage scheme has not materialised and most parts of the country now have well established and locally funded Street Triage schemes.

£150,000 is being used to support the delivery of a Neighbourhood Mental Health Liaison and Diversion pilot across Devon & Cornwall. The purpose of the pilot is to offer help and support to those individuals who are not suspected of a criminal offence but instead are the subject of three or more police Vulnerability Screening Tool assessments, in order to address issues of vulnerability. The pilot is being independently evaluated by Plymouth University and subject to a positive evaluation

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it is the intention of the PCC to work with health partners and provide £150,000 to support the formal commissioning of the service.



In Summary

Working on behalf of the Police & Crime Commissioner the Criminal Justice, Commissioning & Partnership Team have responsibility for monitoring the £5,830,690 commissioning budget. This includes providing half year and end of year audited reports to the Ministry of Justice detailing spend and outcomes against the Victim Services Grant. Quarterly contract review meetings for contracts awarded by the OPCC and regular meeting with partners delivering services that support the delivery of the Police & Crime Plan.

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