

**REQUEST FOR DMPC DECISION – DMPCD 2015 46****Title: Integrated Victims' Services – 2015-16 commissioning plan****Executive Summary:**

- MOPAC assumed responsibility for commissioning victims' services in London in October 2014. Following on from the commissioning plans and phase 1 expenditure agreed in DMPC 2014 110, this decision confirms MOPAC's commissioning plans for 2015-16 and seeks approval to commit phase 2 expenditure.

**Recommendation:**

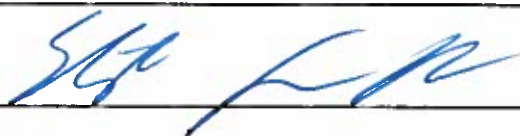
The DMPC is asked to:

- approve £684,089 of funding for preparation for VCSE service provision and capacity building as described in section 3;
- approve £2,397,752 of funding for the delivery of specialised services as described in section 4;
- Approve £750,000 of funding for the delivery of Restorative Justice services as described in section 5;
- Approve £1,875,000 of funding for the delivery of other associated areas of work as described in section 6; and
- delegate authority to sign the individual grant agreements related to the work described in sections 3, 4, 5 and 6 to the Chief Operating Officer.

**Deputy Mayor for Policing and Crime**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

**Signature****Date**

8/4/2015

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC**

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### **1. Introduction and background**

- 1.1. MOPAC assumed responsibility for commissioning victims' services in London from 1<sup>st</sup> October 2014 and funding has transferred from the Ministry of Justice (MoJ) for this purpose.
  - 1.2. This decision paper sets out MOPAC's commissioning approach and seeks approval to commit funding in line with that approach.
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### **2. MOPAC's Approach to Victims' Commissioning**

- 2.1. MOPAC's strategic ambition is to drive a 'whole system' approach to support victims of crime to cope and recover, protecting vulnerable victims; reducing repeat victimisation; and driving victim satisfaction and confidence in the criminal justice system. MOPAC intends to work with victims and across agencies to develop over time a co-ordinated, cohesive approach to supporting victims in London – Integrated Victims' Services (IVS).
- 2.2. The London Crime Reduction Board (LCRB), which includes criminal justice agencies and local authorities, has adopted the improvement of the victim experience as a fourth priority area and partners in London are supportive of this drive to improve the service to victims and witnesses.
- 2.3. The national Victims' Services Commissioning Framework sets out the key principles upon which Police and Crime Commissioner (PCCs) victims' commissioning strategies should be based. The key outcome for the commissioning of victims' services is to support victims to cope and recover as measured through eight categories of need identified within the Framework<sup>1</sup>.
- 2.4. The Framework sets out the requirement for agencies in the criminal justice system (CJS) and services commissioned by MOPAC to be compliant with the Code of Practice for Victims of Crime<sup>2</sup> (in place) and the EU Directive on Victims of Crime<sup>3</sup> (from November 2015). A key factor for compliance with the Code of Practice for Victims of Crime is the recognition of priority categories of victims to ensure that services are targeted at those who have suffered the greatest impact as follows:
  - Victims of serious crimes, e.g. murder and manslaughter, rape, sexual violence and violent crime;
  - Vulnerable or intimidated victims, e.g. young people; and
  - Repeat or persistently targeted victims.
- 2.5. In addition, the Framework identifies a clear role for PCCs in ensuring the victim's pathway through the CJS runs smoothly and partners work effectively to meet the personalised needs of victims with complex needs.

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<sup>1</sup> Those areas which support services should aim to help victims with during the course of their intervention – mental and physical health; shelter and accommodation; family friends and children; education, skills and employment; drugs and alcohol; finance and benefits; outlook and attitudes; social interactions.

<sup>2</sup> <https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime>

<sup>3</sup> [http://ec.europa.eu/justice/criminal/files/victims/guidance\\_victims\\_rights\\_directive\\_en.pdf](http://ec.europa.eu/justice/criminal/files/victims/guidance_victims_rights_directive_en.pdf)

- 2.6. The Independent Review of Victims' Services in London, commissioned in 2014 and overseen by the Victims' Commissioner, Baroness Newlove, is important in ensuring the MOPAC victims' strategy is appropriately targeted. The Review made thirteen recommendations, which also inform MOPAC's approach (see Appendix 1).
- 2.7. MOPAC has adopted a phased approach to change to enable the development of more effective models of support whilst maintaining a quality service and managing risk. The result is a more robust, London appropriate model on which to further build our vision of IVS. Phase 1 has been focused on moving from a national to a regional commissioning model whilst maintaining and improving services to victims. Within Phase 1 (DMPC decision 2014 110 refers), MOPAC has commissioned a London-wide referral mechanism and associated services, with the addition of enhanced provision for repeat, vulnerable and young victims. In addition, a number of specialist services have been commissioned to address specific and immediate gaps in provision as set out in the Independent Review, including the Pan-London Domestic Violence Service, the Harmful Practices Pilot, specific work to tackle the exploitation of young women, and a range of smaller VCSE organisations supporting hate crime victims (race, LGBT and faith), domestic abuse victims and male victims of sexual abuse.
- 2.8. DMPC decision 2014 110 also includes agreement to commission work to re-design support services for victims of crime as they progress through the CJS, thus helping to increase engagement with the CJS and help to ensure swift and sure justice.
- 2.9. Phase 2 aims to build upon the first phase of development. It will:
- ensure continued support for VCSE service provision and capacity building
  - provide specialist support aligned to MOPAC's wider strategic objectives of reducing repeat victimisation and helping victims cope and recover
  - align provision to the recommendations of the Independent Review, and to the broad range of MOPAC victim-focussed strategies, including the Hate Crime and Violence Against Women and Girls strategies.
- 2.10. Our commissioning approach is mindful of the wider context in that, despite extensive lobbying, the level of funding that London receives does not fully reflect the levels of demand within the capital as compared to other areas. This is due to the Ministry of Justice's (MoJ) allocation formula, which is population-based rather than using crime rates or rates of victimisation. As a result, large urban areas with higher rates of victimisation receive proportionately less funding per victim than less densely populated areas. It is therefore necessary for the MOPAC to adopt a strategic approach to commissioning that maximises the opportunities for support for those with greatest need and risk.
- 2.11. MoJ has retained responsibility for the national commissioning of the Homicide Service; the Court-based Witness Service; support for victims of human trafficking; support for victims of rape through rape support centres; some victims' national telephone help-lines, and some support for victims of domestic and sexual violence. MoJ has also recently granted £198,281 to services for victims of sexual and domestic violence in London, and the Home Office has invited grant applications for a further £4.85m for such services<sup>4</sup>.
- 2.12. It should also be noted that although MOPAC has a commissioning responsibility for victims, other organisations also have such responsibilities. NHS England (London Region) and Public Health

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4 <https://www.gov.uk/government/news/child-sexual-abuse-inquiry-2m-funding-boost-for-victims>

Directors in local authorities also have commissioning powers and are commissioning a wide range of services that will be accessed by victims through various pathways.

- 2.13. This being the case, our commissioning strategy is focussed on ensuring compliance with the EU Directive on Victims'; addressing areas of demand for direct support as identified through victim data analysis and MOPAC's strategic priorities and ambitions; developing opportunities for self-directed support and, where possible, on providing services that complement other provision and funding streams, avoiding duplication.
  - 2.14. The approach is to commission services through both contract and grant awards as appropriate, to continue to support VCSE capacity by offering appropriate funding opportunities, to work with partners and stakeholders to develop effective pathways into victims' services, and to use our commissioning responsibility to inform ongoing service development.
  - 2.15. The overarching commissioning strategy and the commitments detailed below have been developed and aligned to MOPAC's outcome-based approach. As such, all grant agreements and contracts that may be developed within this programme will contain clearly defined outcomes linked to the broader IVS approach, as well as to MOPAC's strategic ambitions, and will be managed on that basis. Data gathered through the monitoring processes will also be used to iteratively inform service development and delivery.
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### **3. VCSE Service Provision and Capacity Building**

- 3.1. In line with the recommendations in the Independent Review of Victims' Services that refer to capacity building and continuous improvement, the over-arching approach to this element of funding is to provide support to the voluntary, community and social enterprise (VCSE) sector by ensuring the infrastructure is in place to support effective engagement with MOPAC and our victims work programme, and to support the development and provision of specialised services. This will be achieved through the development of a small grants fund to support the delivery of specialised services and to build capacity within the VCSE sector, and by working with partners on key activities that will inform the longer term development of victims' services and MOPAC's future commissioning opportunities.

#### London Safer Future Communities VCSE Network

- 3.2. It is proposed that MOPAC continues its relationship with the Safer Future Communities VCSE Network. This sub-group of the London Voluntary Services Council, which includes over 300 organisations working with victims of crime, provides the infrastructure that facilitates MOPAC's work with VCSE organisations in London and provides a valuable conduit for consultation and service development. They have a proven track record in supporting MOPAC's work, e.g. they worked with MOPAC to provide support to VCSE partners in developing bids for the Harmful Practices Pilot work, and they will continue to support engagement with the VCSE sector as the future service delivery model is developed.

#### Small Grants Fund

- 3.3. The Independent Review of Victims' Services identified that a large proportion of services for victims of crime are delivered by small VCSE organisations. This allows for diversification within the market

and for local services to be more closely tailored to local demand to help victims cope and recover. The Review made a specific recommendation that MOPAC should develop a capacity building approach to support the engagement of VCS organisations in the commissioning of victims' services.

- 3.4. The Police and Crime Plan highlights the value of bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through the unique contributions each partner can make. It also describes how MOPAC should build alliances and convene London agencies and voluntary sector organisations to foster sustainable local partnerships that deliver on behalf of London.
- 3.5. It is therefore proposed that a 2015/16 small grants fund is established and administered by the London Community Foundation. The key features and broad objectives for the fund will be:
- VCSE provision of services to help victims cope and recover from the effects of crime;
  - targeting, but not limited to, organisations working with those sectors in which the Independent Review has identified gaps in provision and which support the delivery of key MOPAC strategies (e.g. hate crime, young people); and
  - proportionate outcomes measurement.

All grants agreed under this programme will be published on the MOPAC website.

- 3.6. MOPAC has an existing relationship with the London Community Foundation, which has effectively administered the 2014/15 capacity building small grants fund. Continuing this relationship will ensure that those applying to the fund will have access to high level support and will also remove the high administrative burden associated with delivering a small grants programme from MOPAC, and enable MOPAC staff to focus more clearly on the overall programme delivery.
- 3.7. On the basis of the above activities, it is therefore proposed that the DMPC approve £684,089 of funding for VCSE service provision and capacity building.

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#### **4. Specialised Services**

- 4.1. The approach in terms of specialised services is to enable the provision of targeted and specialised services in line with the needs identified in the Independent Review and with key MOPAC strategies. As such, it is proposed that funding is allocated to the following areas of provision:
- Hate Crime;
  - Victims of domestic and sexual violence ;
  - Victims of economic crime (vulnerable victims targeted for fraud); and
  - Young Victims of Crime.

##### Hate Crime

- 4.2. There are three strands of work associated with the Hate Crime Reduction Strategy, which it is proposed are supported through the victims' funding. The first of these is the development of a pan-London third party telephone reporting line to complement existing local mechanisms. The service specification will be developed in consultation with voluntary and statutory sector partners. Importantly this work will tie into the development of an awareness raising campaign, which will be

funded as part of the wider victims' communications strategy discussed below (see section 6).

- 4.3. The second area to be funded is the hate crime advocates pilot to provide support to vulnerable and high risk victims of hate crime to help them to cope and recover and to navigate the criminal justice process where appropriate. The pilot will be developed in partnership with criminal justice partners and will be based upon the good practice established through independent domestic violence advocate schemes.
- 4.4. The final proposal is that funding is made available to the VCSE sector through the small grants fund (see section 3), to support the provision of direct support services at the local level to those who have been targeted. MOPAC has provided transitional funding for a number of such organisations as a legacy of MoJ funding arrangements, and this proposal would provide wider access to a new funding stream for those organisations and for others who have not previously been able to access any MOPAC funding. In addition, it is proposed that funding for two existing projects is continued for an additional twelve months from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 to provide specific pan-London support for victims of LGBT and anti-Semitic hate crime.

#### Victims of Domestic and Sexual Violence

- 4.5. The Mayor's Violence Against Women and Girls Strategy identifies two key areas of work that provide direct support to victims and it is proposed that a proportion of the overall cost of these programmes of work is met from within the victims' funding. The first of these is the Pan London Domestic Violence Service (DMPC decision 2014 143 refers and gives approval for the overall budget), which will secure the provision of direct support to domestic violence victims/survivors and to also initiate service innovation to reduce the number of victims/survivors of domestic violence who withdraw from the criminal justice process.
- 4.6. The second is the Harmful Practices Pilot (DMPC decision 2014 98 refers and gives approval for the overall budget) programme comprising of specialist training, community engagement, specialist harmful practice advocacy and which seeks to improve the way London agencies across health, education, the voluntary sector and criminal justice agencies identify and respond to female genital mutilation (FGM) and other harmful practices such as forced marriage, 'honour'-based violence and faith-based abuse.

#### Victims of Economic Crime

- 4.7. In 2014/15, as part of the MOPAC bid to the MoJ Competed Fund, City of London Police, in association with the MPS and British Transport Police, developed the first dedicated Economic Victim Care Unit (ECVCU) in the country.
- 4.8. The ECVCU is a small specialised team that addresses a particular gap in provision of service to victims of economic crime, particularly fraud, and it specifically deals with those who report a crime through Action Fraud (AF). The two key outcomes for victims are to improve feelings of safety for victims and to reduce opportunities for repeat victimisation. This is leading edge work, which responds to the growing threat and impact of economic crime, which particularly targets vulnerable people, and which directly supports the MOPAC Business Crime Strategy. It is therefore proposed that the ECVCU is developed further and continued in 2015/16.

### Vulnerable Victims' Coordinator – City of London

- 4.9. The Vulnerable Victim Advocate provides a service to vulnerable victims of crime in the City of London police area, in particular those who have experienced domestic and sexual abuse and hate crime. This role recognises the unique and distinct context of the City of London, providing preventative services within the financial services industry and targeted support for victims.

### Young Victims of Crime

- 4.10. As identified through our strategic ambitions for dealing with gangs and serious youth violence in London, there continues to be a significant risk in relation to the exploitation of young women in or at risk of gang involvement. To address this, it is proposed that further funding is provided to continue the Safer London Foundation programme of young people's advocates to support young women aged 11-18 who are involved in or at risk of gang involvement, sexual violence and exploitation, primarily within gangs.
- 4.11. It is also proposed that funding is provided to support partnership work through the London Safeguarding Children's Board to address wider issues of child sexual exploitation across London, including the early identification and prevention of victimisation.
- 4.12. Finally, it is proposed that provision is made within the commissioning budget to ensure the continuation and expansion of our work with the major trauma centres (MTCs) in London to provide support for victims of gang crime who come to attention through attendance at MTCs.
- 4.13. On the basis of the activities described above, it is therefore proposed that the DMPC approve £2,397,752 of funding for the delivery of specialised services.
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## **5. Restorative Justice**

- 5.1. The provision of Restorative Justice (RJ) is a duty under the EU Directive, which comes into force in November 2015. Although the victims' funding is not ring fenced, there is an expectation from MoJ that PCCs will provide funding for the delivery of RJ services. The London approach is to ensure the availability of victim-led RJ at any point in a victims' journey through the CJS, and to drive innovation and integration at a local level through the development of a hub and spoke delivery model. More detailed plans for the delivery of this element will be put forward in a separate decision paper.
- 5.2. To support the hub and spoke model, it is proposed that MOPAC will also invite expressions of interest from London boroughs for proposals to prepare accessible referral pathways and processes into local RJ services. This will be done as part of the work described in section 6 below and will:
- Build local foundations and capacity for referrals, and
  - Enhance the RJ offer across London, making it more accessible for victims
- 5.3. The DMPC is asked to approve the allocation of £750,000 for the development and delivery of RJ services in London.
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## **6. Other Associated Areas of Work**

### Working with Local Partners to Develop IVS

- 6.1. The Police and Crime Plan highlights how MOPAC's remit with regard to commissioning victims' services presents an opportunity to achieve Mayoral priorities to use funding to support innovative new ways to prevent crime. As stated in the Plan, many of these initiatives will be carried out by the voluntary and community or 'third' sector in conjunction with statutory partners, particularly local authorities.
- 6.2. In line with this, MOPAC is working with partners to develop our vision for IVS. As part of this work, and to support partners in developing effective pathways into services, it is proposed that MOPAC invites expressions of interest from local authorities to bring forward proposals for specific work to develop more effective, victim-centred pathways into support in those areas, as well as for Restorative Justice (see paragraph 5.2). This would benefit those areas directly, but would also develop models that could be replicated in other parts of London.
- 6.3. It would be for those local areas to identify the specific detail of their proposals, but would involve activities to improve the management and response to victims using:
  - more effective risk analysis;
  - the development of local capacity to respond to high risk victims, and
  - the development of better coordination and integration of service provision across different agencies (e.g. Local Authority services, health services or services specialising in supporting victims).
- 6.4. The main objective for this work is to reduce repeat victimisation as part of both MOPAC's, and boroughs', wider crime prevention strategies.

### Developing the Capacity for the Provision of Accessible Self-Directed Support and Information

- 6.5. The EU Directive on Victims of Crime sets out the requirement that services should be free at the point of access and available both to those who report their crime to the police and those who choose not to do so. This latter group will need to know where to go to access support to help them cope and recover. In order to support this duty MoJ is developing a Victim Information Service (online and telephone) to provide general advice and information and to signpost victims to service provision and information services in their region.
- 6.6. A fundamental principle of the London strategy for the development of IVS is for a person-centred approach with services aligned to the identified needs of victims, to help them cope and recover, whether or not they report their crime to the police.
- 6.7. There is, therefore, a need for MOPAC to ensure the provision of an online victims' information portal to deliver self-directed support for London victims. In addition, there is a need to make provision for the wider victims' services communication plans, including for specific specialised victims' services and in support of a range of MOPAC strategies, e.g. the hate crime strategy.
- 6.8. It is, therefore, proposed that the DMPC approve the allocation of £1,875,000 to support partners in developing effective pathways into support and restorative justice services, and to develop and



implement the structure and the systems to deliver and embed accessible self-directed support and information for victims in London.

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## **7. Financial Comments**

- 7.1. The Ministry of Justice has allocated funding using a population-based formula. As a result, London has received 14.69 per cent of the total funding pot, despite accounting for 21.2 per cent of all recorded crime and approximately 25 per cent of all referrals to Victim Support. MOPAC lobbied extensively to secure more funding for London and MOPAC (and the City of London) won an additional £2.36m from MoJ's Competed Fund for PCCs (£260,000 of which has been allocated to City of London for delivery of the Economic Crime Victim Care Unit). However, this funding stream will not be repeated in 2015/16.
  - 7.2. MoJ has allocated £9.28m to MOPAC for 2015/16 service delivery; this includes victim support services and restorative justice. The grant agreement stipulates that the services supported through this funding must be compliant with the EU Directive that the services must be appropriately publicised, and that MOPAC must specify within its annual police and crime plan the services commissioned within this grant funding stream.
  - 7.3. Given the size and complexity of London, and the relevance of ensuring effective support for victims to MOPAC's crime prevention objectives, it is proposed that the total victims' commissioning budget be set at £12m in 2015/16 (including the funding from MoJ) earmarked for the provision of victims' services and RJ in London. This paper seeks approval to commit £5,71m of those monies in accordance with the commissioning priorities identified above. The balance of the budget (£6.29m) has already been approved in DMPC decision 2014 110.
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## **8. Legal Comments**

- 8.1. MOPAC's general powers are set out in the Police Reform and Social Responsibility Act 2011 (the 2011 Act). Section 3(6) of the 2011 Act provides that MOPAC must "secure the maintenance of the metropolitan police service and secure that the metropolitan police service is efficient and effective." Under Schedule 3, paragraph 7 MOPAC has wide incidental powers to "do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office." Paragraph 7(2) (a) provides that this includes entering into contracts and other agreements.
  - 8.2. Section 143 (1) (b) of the Anti-Social Behaviour Crime and Policing Act 2014 provides an express power for MOPAC, as a local policing body, to provide or commission services "intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour." Section 143(3) specifically allows MOPAC to make grants in connection with such arrangements and any grant may be made subject to any conditions that MOPAC thinks appropriate.
  - 8.3. The powers in section 143 were given to MOPAC following the Government's response to the consultation *Getting it Right for Victims and Witnesses* (2 July 2012) in which it set out a package of reforms to the way in which support services for victims of crime are to be provided. Section 143 creates a clear statutory basis for the proposals set out in this decision form, namely to award grant funding to Victim Support and to a number of other bodies as set out above for the provision of victim-support related services.
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- 8.4. Under MOPAC's Scheme of Delegation, approval of the strategy for the award of individual grants and the award of all individual grants (for crime reduction or other purposes) is a matter generally reserved to the DMPC (paragraph 5.6). The release of funding in accordance with the proposals set out in this decision form is accordingly to be approved by the DMPC. The delegation of responsibility for the finalisation of planning and contractual/grant arrangements, including relevant terms and the signing of agreements, to the Chief Operating Officer is in accordance with the general power of delegation in paragraph 1.7.
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## **9. Equality Comments**

- 9.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2. As highlighted through the independent review of victims' services commissioned by MOPAC and through analysis of police crime data, there are some communities that are over-represented amongst victimisation data and/or who fall within the scope of the EU Directive, i.e. victims of more serious crimes, vulnerable victims, particularly those whose circumstances make it difficult for them to access support, and repeat or persistently targeted victims, who must receive a prioritised service. In addition, the analysis indicates that those living in more deprived neighbourhoods are more likely to be targeted.
- 9.3. The proposals detailed in this decision will ensure that a victims' referral mechanism is provided for *all* victims of crime in line with the EU Directive on Victims of Crime. In addition, these proposals will ensure enhanced provision through Victim Support for young, vulnerable and repeat and persistently targeted victims (DMPC decision 2014 110 refers). The funding being provided for specialised services will support a range of provision for victims suffering from hate crime (disability, faith, lesbian, gay, bisexual and transgender, and race), domestic and sexual violence, vulnerable victims of economic crime and young victims of crime. In doing so, our commissioning approach will support vulnerable and repeat victims, and particular sections of the community who are over-represented amongst victims of crime.
- 9.4. As part of the service re-design process and the new grant agreements that are being put in place for Victim Support and for the delivery of a range of specialised services, additional information and data is being gathered and will further inform the development and delivery of services to address the range of victim needs across London.
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## **10. Background/supporting papers**

- Appendix 1 – Recommendations from the Independent Review of Victims' Services

**Public access to information**

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form – NO

If yes, for what reason:

**ORIGINATING OFFICER DECLARATION:**

	<i>Tick to confirm statement (✓)</i>
<b>Head of Unit:</b> Head of Engagement has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> The TfL legal team has been consulted on the proposal.	✓
<b>Financial Advice:</b> The Head of Strategic Finance and Resource Management has been consulted on this proposal.	✓
<b>Equalities Advice:</b> Equality and diversity issues are covered in the body of the report and the Workforce Development Officer has been consulted on the equalities and diversity issues within this report.	✓

**OFFICER APPROVAL****Chief Operating Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities 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 Deputy Mayor for Policing and Crime.

Signature 

Date

08/04/2015

## **Appendix 1 – Recommendations from the Independent Review of Victims’ Services**

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### **Commissioning strategy and funding**

- Commissioning should address key gaps in provision:
  - support for young victims; victims of hate crime, particularly victims with disabilities; repeat victims; victims of trafficking and exploitation, and male victims of abuse.
- Ensure that the provision of core support and specialist services is underpinned by clear referral protocols
- Commissioning strategy should recognise the need for a personalised, victim-centred approach as no two victims will react in the same way and offence-type is not a reliable indicator of need
- Develop fully integrated and individualised support which links to local services and community organisations and which facilitates the identification and support of vulnerable victims and those who self-refer to services
- Create sustainable funding models for providers of victims’ services by ensuring appropriate alignment between commissioning timescales, restrictions on the use of funding, and required service outcomes to help support sustainability of provision

### **Capacity building**

- Develop a capacity building approach to support the engagement of VCSE organisations in the commissioning of victims’ services
- Help improve VCSE and CJS staff awareness of and responsiveness to the diverse range of victims’ needs to ensure a more sympathetic service
- Establish a centralised database of victims’ services to enhance partnership working between statutory agencies, VCSE organisations and local service providers, and help better align provision with need

### **Data recording and monitoring**

- Develop a framework that enables victim satisfaction and confidence to be understood, measured and monitored across all parts of the CJS
- Improve the way that victim data is recorded and shared across the CJS and support organisations to enable appropriate, tailored responses based on the needs of the individual
- Work with other funders to develop a robust and consistent outcomes framework which measures and monitors how victims are coping and recovering in London and allow compliance with VCOP to be monitored

### **Continuous improvement**

- Conduct detailed mapping of the victim journey and support pathways in order to understand why so few victims embark on a ‘victim journey’ through the CJS and to help address and streamline the multiple referrals
- Introduce reforms to further improve the effectiveness of the CJS to respond to victims’ needs, thus increasing confidence and engagement in the longer term