

Meeting	Police and Crime Panel
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Report Title	OPCC Commissioning Plans for FY24-25
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## **PURPOSE OF REPORT**

1. This paper provides Police & Crime Panel members with an overview of commissioning plans for non-policing services for FY24-25 and a summary of progress to date in FY23-24.

## **INTRODUCTION AND BACKGROUND INFORMATION**

2. The commissioning function within the OPCC is comprised of three core portfolios:
  - a. Victims and vulnerability
  - b. Criminal justice and reoffending
  - c. Community safety and youth
3. These portfolios are led by three strategic commissioning leads, with each lead supported by an improvement officer to increase delivery capability and partnership working capacity. The community safety and youth portfolio also benefits from two additional members of staff, funded by grant monies from government to deliver specific programmes related to the Serious Violence Duty and Safer Streets Fund.
4. The team are also supported by the OPCC commissioning and governance officer and an commissioning administrative assistant who lead on performance monitoring, risk and financial reporting for the commissioning function.
5. The strategic commissioning leads play a key leadership role in delivering the OPCC's contribution to Police and Crime Plan, the Wiltshire Criminal Justice Board (WCJB) strategy, the Swindon and Wiltshire Community Safety Partnership's strategies, as well as supporting delivery of improvements across the Force. They are critical in discharging the PCC's duties to convene and coordinate partners and stakeholders to help deliver the priorities in the Police and Crime Plan, as well as the PCC's core role to commission services that help make our communities safer and support victims.

6. The commissioning of non-policing services has become increasingly important as the role of PCCs has expanded, and this function provides significant ability to influence and deliver change across community safety and criminal justice systems. As the commissioning team has expanded in recent years to fulfil this role it has been able to lead on many non-policing services for Wiltshire Police and partners – providing commercial expertise and delivery experience to this sector.

## **GOVERNANCE**

7. The delivery of the commissioning function is managed through an established governance structure. Service agreements and contracts are aligned to portfolio delivery plans, which in turn are components of the broader overarching OPCC delivery plan which describes how the OPCC will implement its part of the Commissioner’s Police & Crime Plan. The delivery of this is overseen by the Commissioner who is held to account by the Police & Crime Panel, and relevant performance products and reports are produced for each layer of governance.

8. The Wiltshire Criminal Justice Board (WCJB) is chaired by the Police & Crime Commissioner and brings together the range of agencies who have responsibility for delivering criminal justice services across Swindon and Wiltshire. WCJB has produced a strategy, which the OPCC delivery plan and relevant contracts and service agreements are aligned with, in order to deliver the priorities set out within the strategy.

9. Working with the strengthened Strategy, Performance & Oversight team within the OPCC, we have now embedded a number of enhancements to our governance arrangements this year, including alignment of highlight reporting and input in the quarterly updates provided to the Police & Crime Panel.

10. During FY23-24 we have developed specific performance dashboards for each commissioning portfolio which translate contract level performance data into a series of key performance indicators to enable tracking of progress against the portfolio delivery plan. These performance dashboards will continue to be enhanced and developed during FY24-25.



11. Each portfolio has developed overall commissioning intentions, supported by project briefs / business cases for individual components for their relevant service or project where required. Each commissioned service is either managed through a partnership agreement / governance structure, forms part of the PCC governance of Wiltshire Police or is directly managed by the OPCC.
12. The priorities of each portfolio are fully aligned to objectives in the Police and Crime Plan and Wiltshire Criminal Justice Board strategy. The commissioning team objectives are built around delivering this work, as well as wider support work with the Force and other partners to lead and deliver the Police and Crime Plan.
13. The delivery of each portfolio is monitored internally through the Operations Performance & Planning Board, chaired by the Director of Operations and key outputs are included in the OPCC Delivery Plan. Updates on progress of these deliverables are provided to the OPCC Executive Leadership Team at regular intervals and the Commissioner meets with each portfolio team on a quarterly basis to review performance.

## **FINANCIAL**

14. The OPCC utilises funding from a range of sources to commission services to deliver the objectives in the Police and Crime Plan and Wiltshire Criminal Justice Board strategy. As well as a commissioning budget allocation from the PCC, the OPCC benefits from external funding grants from both the Ministry of Justice (MoJ) and the Home Office (HO).
15. The external grants received from MoJ and HO are directed to specific activities as specified by the awarding department and the OPCC is required to regularly report progress against agreed outputs. The MoJ grant is provided to fund services for victims, including those who have suffered sexual violence or domestic abuse. The HO has provided two grants in FY23-24 which will also continue into FY24-25:
  - a. Serious Violence Duty Grant is awarded to fund the work required by the introduction of the Serious Violence Duty in 2023, which requires a key group of specified authorities to work together to reduce serious violence in communities.
  - b. Safer Streets Fund (Round 5) is a grant award made to PCCs to tackle neighbourhood crime, violence against women and girls and anti-social behaviour and follows previous funding rounds which local authorities were the recipients of.
16. In addition to these existing grants, the HO has recently announced funding of up to £1m during FY24-25 for each Force in the country to tackle anti-social behaviour (ASB) hotspots in their areas through the provision of high visibility patrols. The OPCC is leading the development of the Wiltshire grant application, working with the Force and partner agencies to map the ASB hotspots across Wiltshire and Swindon and develop an appropriate patrol strategy to deliver the requirements of the grant.

17. The OPCC manages the PCC commissioning budget allocation and the external grants received from MoJ and HO through four funds which are managed and reported on separately. These funds are then appropriately allocated to the respective portfolios to finance the delivery of the various commissioned services.



18. The total value of funding streams for commissioning in FY24-25 is £5.231m and the breakdown is set out below:

2024-25 Commissioning Funding Streams	Amount
PCC Commissioning Budget	£3.199m
Ministry of Justice Victims Grant	£1.428m
Home Office – Serious Violence Duty Grant	£0.248m
Home Office – Safer Streets Fund	£0.356m
<b>Total</b>	<b>£5.231m</b>

19. The OPCC commissioning budget for FY24-25 is £3.199m – this equates to 2% of the overall PCC budget.

20. £1.922m of the OPCC commissioning budget is allocated to the funding of the three large contracts (annual cost of £500k or more) which the OPCC manages. These are:

- a. Custody Healthcare
- b. Horizon Witness and Care Service

c. Sexual Assault Referral Centre (SARC)

21. The remaining funding within the PCC commissioning budget is split across the three commissioning portfolios as set out below. In addition, there is an amount allocated to general commissioning which is utilised for development of new services and commissioning of projects outside the three core portfolios (such as community messaging and road safety).

<b>2024-25 PCC Commissioning Budget</b>	<b>Amount</b>
Community Safety and Youth	£0.352m
Victims and Vulnerability	£0.145m
Criminal Justice & Reoffending	£0.560m
OPCC Commissioning	£0.220m
<b>Sub-Total</b>	<b>£1.277m</b>
Large Contracts (Custody Healthcare, Horizon Witness & Care Service, Sexual Assault Referral Centre)	£1.922m
<b>TOTAL</b>	<b>£3.199m</b>

22. Whilst the contractual costs for various services across all three portfolios have risen in line with inflationary pressures, through a combination of proactive cost management, maximising joint funding opportunities and ending of some existing services, we have been able to absorb the increased costs within our existing budget envelope. Therefore, the baseline PCC commissioning budget for the three portfolios is not increasing in FY24-25, despite inflationary cost pressures.

23. However, the large contracts element of the PCC commissioning budget has increased in FY24-25 by £0.274m due to expected contractual increases which are agreed provisions within the contracts, and the re-baselining of the Horizon Witness and Care Service.

## **RISK**

24. The commissioning team maintain a risk register which is reviewed and overseen at the Operations Performance & Planning Board on a quarterly basis. Commissioning risks are escalated to the OPCC corporate risk register when required through the OPCC Executive Leadership Team.

25. The key risk being managed during FY24-25 is the uncertainty over funding beyond the end of March 2025 when the current spending review period ends. Given the likely timing of the general election in 2024 and the potential disruption this may cause centrally, it is expected to result in delays to confirmation of future funding requirements. This poses significant risks to all commissioning portfolios as whilst increasing numbers of services are committed through multi-year contracts, there

are a number of key services which are only funded until the end of FY24-25 and which will be decommissioned without commitment of future funding.

26. Further work will be undertaken through the year by the OPCC to identify the full range of impacts which could result and the key milestones at which decisions on future service provision will need to be made. This will be reported to the Police & Crime Panel in due course.

## **LEGAL**

27. All commissioning activity is aligned to the priorities set out in the Police & Crime Plan and Wiltshire Criminal Justice Board and is subject to PCC ability to grant funding, as well as public sector procurement regulations. Agreements and contracts used are provided by legal services and procurement is supported by South West Police Procurement Service which is a regional collaboration with other South West forces and OPCCs. All contracts and partnership agreements are aligned with data protection and equality, diversity, and inclusion requirements.

## **PORTFOLIO SUMMARY – VICTIMS & VULNERABILITY**

28. This portfolio promotes the rights of victims and those with vulnerabilities to ensure their entitlements and needs are met through a range of directly commissioned services, or services commissioned in partnership with other agencies. This portfolio is led by Maria Milton, as Strategic Commissioning Lead, who is supported by an Improvement Officer.
29. The work delivered by the portfolio is aligned to the priorities set out in the Police & Crime Plan, specifically priority two to **'reduce violence and serious harm'** and priority four **'to improve the experience of victims and deliver justice'**, as well as the victim priority within the Wiltshire Criminal Justice Board (WCJB) Strategy which is to **'ensure victims of crime are fully supported through the criminal justice system with quality services that effectively meet their needs'**.
30. The specific priorities of the portfolio in FY24-25 are:
  - a. Ensuring a victim centred approach
  - b. Ensuring compliance with Code of Practice for Victims of Crime (VCoP) and effective delivery of quality victim services
  - c. Working together with other agencies to provide whole-system approach to supporting victims of Domestic Abuse and Serious & Sexual Violence
31. Improvements in these areas will be measured primarily through improvements in the Victim Satisfaction Survey scores, increased prosecution rates for rape and serious sexual assaults and positive assessment of Wiltshire Police compliance against the Victims Code of Practice requirements.
32. The work of this portfolio is coordinated through the WCJB Victim, Witness and Most Vulnerable Board which is chaired by the OPCC Strategic Commissioning Lead and attended by a range of relevant strategic partners including CPS, HMCTS, Probation Services, the Witness Service, Local Authorities and Youth Justice Services. Wiltshire Police leads also attend including CID, Horizon Witness

& Victim Care, Domestic Abuse and Violence Against Women & Girls, as well as some of providers of victim's services. The board has developed a three-year delivery plan and performance metrics which are tracked and reviewed regularly, with progress reports provided to WCJB at frequent intervals.

### **VICTIMS & VULNERABILITY PORTFOLIO DELIVERY IN FY23-24**

33. A number of significant procurements and mobilisation of victim's services were undertaken by the Victims & Vulnerability Portfolio team in FY23-24, with a range of key services being recommissioned.
34. **Victims Needs Assessment:** In order to inform these activities, the portfolio team commissioned an independent Victim Needs Assessment by an external agency to better understand victims needs and demand, as well as identifying any new or emerging gaps in support. The findings were used to inform and develop the service specifications for the procurements undertaken in year, as well as helping to identify areas of improvement with providers which have been subsequently managed through the contractual governance arrangements.
35. **Service Commissioning:** The year began with the mobilisation of the new domestic abuse support service across Wiltshire (co-commissioned with Wiltshire Council) and the mobilisation of a new advocacy service (ISVA) for victims of rape and serious sexual offences across Wiltshire and Swindon (co-commissioned with partners). As a result, the new domestic abuse service in Wiltshire now provides increased accessibility to different housing options and safe spaces to better meet the needs of victims, and the scope of the advocacy service for victims of rape and serious sexual offences now includes online harm, as well as that perpetrated offline.
36. During quarter three the team undertook the commissioning of the core victims service contracts for both adult and children services, completing the process before Christmas. with the new services planned to go live in April 2024. The team also conducted a review of the Horizon Witness and Care Service during this period and agreed the ongoing funding of the service, although a re-baselining of the budget is required for FY24-25 to ensure appropriate costs controls are in place and new governance arrangements will be implemented to improve oversight and bring the service in line with other commissioned service providers.
37. **Victim Voice Survey:** The team also undertook the joint commissioning of the Victim Voice survey with the Force which built on previous work to capture the feedback from victims to better understand their experience. The new contract which launched in April 2023 delivers a survey with a wider victim cohort (volume and crime type) which improves the range and quality of feedback. The survey results are reviewed through both Force performance boards and the WCJB structures to drive service improvements, both in police contact with victims and across the range of commissioned services and the wider criminal justice system.
38. **Improving Victim Experience:** In addition to managing ongoing delivery of victim's services and commissioning of new contracts, the portfolio's focus during the year has been on working with the Force to improve the treatment of victims,

particularly supporting those who have suffered domestic abuse or sexual violence as part of wider police efforts to improve outcome rates for rape and serious sexual offences.

39. The portfolio team worked in partnership with Wiltshire Police in the delivery of their 'Listening Circles' events through the year which have provided a safe space for women and girls who have been the victims of violence to directly share their experience, feedback and suggestions to help shape the service they receive from both the police and commissioned services. These events have generated enormously rich and valuable feedback which both the Force and the portfolio team are using to inform ongoing delivery and improvements to build trust and confidence for victims of these crimes.
40. The portfolio team have also held a series of professional network events with service providers, partner agencies and the voluntary sector focused on alignment of services and ensuring the journey for the victim between different providers is joined up and coordinated appropriately. They have also established a professional network focused on stalking and harassment which was attended by local and national agencies to improve the support for victims. Feedback from providers captured by the independent victims needs assessment praised the OPCC for convening these networks and attendees commented on the value and constructive dialogue they generated.

#### **VICTIMS & VULNERABILITY PORTFOLIO PLANS FOR FY24-25**

41. **FY24-25 Funding:** Funding for this portfolio is provided through two streams; one through the MoJ grant which is a multi-year settlement to OPCCs nationally to fund core victims services, and the second from the PCC's commissioning budget to enable additional victims' services to be delivered, including the Sexual Assault Referral Centre (SARC). The value of these funding streams in FY24-25 is £1.428m from MoJ and £0.478m from PCC's commissioning budget (including the £0.333m cost of SARC).
42. **FY24-25 Service Commissioning:** The portfolio's core activity in FY24-25 will continue to be overseeing and managing the range of commissioned victim's services, including:
  - a. Horizon Witness and Care Service, commissioned by the OPCC, provided by Wiltshire Police
  - b. Sexual Assault Referral Centre, co-commissioned with NHS England, provided by First Light
  - c. Provision of independent sexual violence advocates (co-commissioned with NHS England) provided by First Light across Swindon and Wiltshire
  - d. Provision of independent domestic abuse advocates (co-commissioned with local authorities) provided by a range of providers across Swindon and Wiltshire
  - e. Wiltshire Domestic Abuse Service, co-commissioned by Wiltshire Council with a financial contribution from the OPCC, provided by Fear Free



- f. Swindon Domestic Abuse Service, co-commissioned by Swindon Borough Council with a financial contribution from the OPCC, provided by Swindon's Women's Aid
- g. Victim support for adult victims of crime, commissioned by the OPCC, provided by Victim Support
- h. Victim support for child victims of crime, commissioned by the OPCC, provided by Splash (Community Foundation)
- i. Therapeutic interventions for victims of sexual harm, co-commissioned with the NHS, provided by Fear Free

43. **SARC Forensic Accreditation:** Following the adoption of nationally agreed forensic accreditation standards, OPCCs across the country are assessing their Sexual Assault Referral Centre sites to identify what building works and other changes are required to achieve compliance with the new requirements by October 2025. The Wiltshire and Swindon SARC is hosted within the Gablecross site at Swindon which is a PFI site. The portfolio team are working with the Estates team, the PFI contractor and the NHS as co-commissioners of the SARC to develop the programme for the works which are required for the site to receive accreditation. Once the final specification is agreed the capital works will be delivered by the PFI contractor and accreditation sought from the UK Accreditation Service (UKAS) to ensure the SARC is compliant and able to continue offering an effective service to victims.

44. **Victim Survey:** During FY24-25 the portfolio team will undertake recommissioning of a new victim survey for three-year period, following confirmation that the planned national delivery of a victim's survey is not being progressed.

45. **Swindon Domestic Abuse Service:** The recommissioning of the Swindon Domestic Abuse Service by Swindon Borough Council had been due to be completed in FY23-24 in order for the new service to go live in April 2024, however owing to resourcing challenges within the Council this has not been possible. The portfolio team have worked extensively with Swindon Borough Council colleagues to develop a new accelerated timetable for recommissioning of the service meaning there will only be a six-month delay, with the new go live date planned for October 2024. The OPCC contributes circa £100k per annum for this service and has been heavily involved in the development of the new service specification which will ensure the service is fit for the future and meets a broader range of victim needs than the current contract.

46. **Victim & Prisoners Bill:** A key area of focus for this portfolio during FY24-25 will reviewing arrangements and implementing any changes required by the new Victim & Prisoner Bill which we expect to be passed into law during the year. The bill contains a number of measures which aim to improve the end-to-end support for victims including:

- a. sending a clear signal about what victims can and should expect from the criminal justice system;

- b. strengthening local and national transparency and oversight of how relevant criminal justice bodies treat victims at local and national level so we can identify problems and drive-up standards; and
- c. improving support for victims to cope, build resilience to move forward with daily life, and feel able to engage and remain engaged with the criminal justice system.

47. Specifically, this will place a duty on PCCs and other criminal justice bodies to keep compliance with the Victims Code of Practice under review, encourage local collaboration, gather insights into local performance, and drive the necessary improvements. It will also introduce a joint statutory duty on PCCs, Integrated Care Boards and local authorities to work together when commissioning support services for victims of sexual abuse, domestic violence, and other serious violence, so that services can be strategically coordinated and targeted where victims need them. These additional duties will aid the OPCC in continuing to convene and coordinate relevant public bodies and providers of victims services to ensure that experience for victims continue to improve and services are designed and delivered appropriately to meet local needs.

48. **Summary:** The Victims & Vulnerability portfolio addresses a number of the priorities and deliverables set out in the Police & Crime Plan and the WCJB Strategy and the OPCC will provide regular updates on progress through the quarterly performance reports to the Police and Crime Panel.

## **PORTFOLIO SUMMARY – CRIMINAL JUSTICE & REOFFENDING**

49. This portfolio focuses on working with partners agencies to improve the effectiveness of the criminal justice system and reducing reoffending by commissioning appropriate help, rehabilitation, and support services for offenders. This portfolio is led by Caz Deverall-Hart, as Acting Strategic Commissioning Lead, who is supported by an Improvement Office. The Improvement Officer is currently on maternity leave but planning to return to work in April 2024.

50. The work delivered by the portfolio is aligned to the priorities set out in the Police & Crime Plan, specifically priority four **‘to improve the experience of victims and deliver justice’**, and the reducing reoffending priority within the Wiltshire Criminal Justice Board (WCJB) Strategy which is to **‘ensure services are available at the right time to support reductions in reoffending and keep our communities safe’**.

51. The priorities of the portfolio in FY24-25 are:

- a. Improving the experience of priority groups in the criminal justice system
- b. Delivery of health and wellbeing services
- c. Delivery of rehabilitation services & engagement (disproportionality, offender voice & scrutiny oversight)

52. Improvements in these areas will be measured primarily through reduced reoffending rates, increase in numbers of offenders in treatment for substance use

issues, reduction in numbers of priority groups engaged in the criminal justice system and increased referral rates for appropriate support and interventions.

53. The portfolio delivers the majority of its work on behalf of the WCJB through its Reducing Reoffending Board. The Board is chaired by the Head of Swindon & Wiltshire Probation, and the deputy is the OPCC Strategic Commissioning Lead, and relevant leads from police, local authorities housing, public health, Department of Work & Pensions, HMP Erlestoke and others. The board has developed a three-year delivery plan and performance metrics which are tracked and reviewed regularly, with progress reports provided to WCJB at frequent intervals.

### **CRIMINAL JUSTICE & REOFFENDING PORTFOLIO DELIVERY IN FY23-24**

54. **Service Commissioning:** In FY22-23 the portfolio undertook a significant amount of procurement for the recommissioning of a range of services. This included mental health treatment requirements, drug and alcohol services for offenders, domestic abuse serial perpetrator support and out of court resolutions, all of which went live in April 2023. Therefore, the primary focus for the portfolio through FY23-24 was the embedding and development of these services to ensure that performance levels were retained, services were delivered to contract specification and providers were engaged collaboratively with OPCC, Force and other agencies in the provision of their work.

55. This was particularly important in the custody healthcare contract, which has been managed by the OPCC since its award in Autumn 2022 at an annual cost of circa £0.850m. The new provider which is responsible for custody healthcare provision across the five South West Forces, initially encountered significant resourcing challenges in the provision of suitably qualified healthcare professionals in custody settings. However, OPCCs and Forces worked extensively with the provider to improve delivery of the service and increase the recruitment and retention rates of staff against the backdrop of a very challenging labour market nationally across the healthcare sector. As a result, by quarter four of FY23-24 the average number of shifts covered by qualified healthcare professional within custody in Wiltshire force area was over 95% which is a significant improvement not just on the initial performance at the start of the new contract, but also on the performance of the previous supplier.

56. **Priority Groups in Criminal Justice System:** The portfolio has undertaken extensive work with partners to reduce disproportionately and improve the experience of priority groups in the criminal justice system, specifically females, veterans and neurodivergent people, to ensure their specific needs are effectively supported and their outcomes in the criminal justice system are not unduly impacted.

57. Highlights of this work in FY23-24 included the co-production of female offender strategy with partners through the Female Justice Support Board which is chaired by the OPCC Strategic Commissioning Lead for this portfolio. The work of the board was recognised in quarter four by the Centre for Justice Innovation in their commissioning guide for local authorities to improve the treatment provision for females with drug and alcohol dependency, showcasing the benefits of the board

in improving partnership coordination and joining up delivery of services for females.

58. Improving outcomes for veterans was a key focus in FY23-24 and this culminated in the portfolio team hosting a 'Military in Justice' event in July 2023 which brought together over a hundred professionals from the military, policing, criminal justice and third-sector organisations to discuss how to improve the experience of both serving and ex-military personnel when they become engaged in the criminal justice system. The portfolio team has led the development of an action plan, working with colleagues regionally in the NHS and nationally with the Office for Veteran Affairs to improve coordination and join up of services for this cohort, as well as working with local authorities partners to improve the delivery of the commitments enshrined in the Armed Forces Covenant, recognising that Wiltshire is now home to the British Army and approximately 10% of the county's population are either serving or ex-military.
59. Recognising the disproportionate impact of engagement in the criminal justice system can have on neurodivergent people, this priority group has been a focus for the portfolio team through FY23-24 with work undertaken with local support groups to better understand how their experience can be improved. The portfolio team delivered a survey to all commissioned services to seek views on how the needs of neurodivergent people were being met and the results have been used to make adjustments and changes to services to better meet needs where appropriate. The portfolio team will be hosting a partnership event in March 2024 to bring together organisations across the criminal justice sector to hear from neurodivergent speakers and experts to consider what further action can be taken to reduce this cohort's engagement in the criminal justice system and better meet their specific needs when they are engaged.
60. **Independent Custody Visitors Scheme:** This portfolio is responsible for coordination and management of the OPCC's Independent Custody Visitor scheme which utilises volunteers to visit the Force's custody units at random times and days to review the detention of detainees, check on their welfare and ensure they are being treated fairly and in line with legislation and relevant guidance. The team delivered a number of improvements to the management and delivery of the scheme in FY23-24, including the provision of handbooks, guidance and training to volunteers, improved engagement with volunteers through additional face to face meetings and the launching of a newsletter, as well as changes to the way visit data is captured and used to identify issues within custody. As a result, the scheme was awarded 'code compliant' status by the Independent Custody Visiting Association (ICVA) – the first time this has been achieved by Wiltshire.
61. **Animal Welfare Scheme:** The portfolio also worked with the Dogs Trust to launch the Animal Welfare Scheme in Wiltshire Police where trained volunteers visit the Force on a random basis to check on the welfare, treatment and use of police dogs. This scheme is now live across over 30 forces in the country and there was a requirement to have this in place before the end of the FY23-24 year. Two volunteers with extensive experience of working with dogs have been engaged in the scheme so far and this will be built on in FY24-25.

## **CRIMINAL JUSTICE & REOFFENDING PORTFOLIO PLANS FOR FY24-25**

62. **FY24-25 Funding:** The portfolio is funded solely by the PCC commissioning budget and in FY24-25 this will be to the value of £0.560m (plus £0.860m specifically for custody healthcare contract), with additional value secured through co-commissioning or joint funding of some services (as outlined below).

63. **FY24-25 Service Commissioning:** The portfolio's core activity in FY24-25 will continue to be overseeing and managing the range of commissioned services alongside commissioning partners, including:

- a. Mental health treatment requirements contract (provision of court community order for attendance at mental health support programme), commissioned by NHS England with an OPCC financial contribution
- b. Substance misuse contract for Wiltshire (provision of drug and alcohol support services) commissioned by Wiltshire Council with an OPCC financial contribution, provided by Turning Point
- c. Substance misuse contract for Swindon (provision of drug and alcohol support services) commissioned by Swindon Borough Council with an OPCC financial contribution, provided by Change Grow Live (CGL)
- d. Domestic abuse serial perpetrator support (behaviour change support for males and female offenders who have used abusive and coercive behaviours towards their partners or family members) co-commissioned with Probation Service, provided by Fear Free in Wiltshire and Swindon Women's Aid in Swindon
- e. Co-funding of a housing support worker with Wiltshire Council and Probation Service to support effective transition of offenders from prison to the community following completion of custodial sentences
- f. Commissioning of out of court disposal pathways for female offenders and an intervention hub which provides a range of evidenced based online interventions to help offenders better manage a range of issues or challenges which may be contributing to their patterns of offending
- g. Ongoing management of co-commissioned contract with Wiltshire Council and Swindon Borough Council to provide appropriate adults to support vulnerable people during police interviews
- h. Commissioning of the mental health control room triage service, provided by AWP, where trained mental health professionals sit with the Force Control Room providing specialised advice on the management of any calls or incidents involving mental health concerns

64. **Priority Groups in Criminal Justice System:** The portfolio team will continue to work with relevant partners to deliver improvements outlined in action plans for the three priority groups in the criminal justice system: females, veterans, neurodivergent people. This will build on the foundations laid through partnership events in FY23-24 and include working with public health teams to fill gaps in service for female offenders, identification and training of military champions within the Force to improve their management of serving personnel and veterans when they are arrested and detained, and changes to processes and systems to make it easier for neurodivergent people to complete criminal justice requirements.

65. **Right Person, Right Care Rollout:** The portfolio team will continue to work with the Force, Avon & Wiltshire Mental Health Partnership, the Integrated Care Board and South West Ambulance Trust to support the rollout of the Right Person, Right Care initiative to improve the treatment and care of people suffering from poor mental health. This is a national initiative designed to ensure that the most appropriate agency is deployed to manage and treat individuals when in mental health crisis or when they go missing or there are concerns for their welfare.
66. Building on excellent existing partnership relationships, the OPCC is a key member of both tactical and strategic multi-agency groups which are designing the rollout of this initiative, with the first two phases dealing with the management of concern for welfare calls and walkouts from healthcare facilities planned to go live in quarter one in FY24-25. The third and fourth phases which look at the transportation of patients and management of section 136 mental health detentions will be rolled out later in FY24-25, with ongoing oversight of all phases of the rollout by the multi-agency tactical and strategic groups to ensure the intended benefits of the changes are realised and any lessons learnt and shared nationally.
67. **Prisoner Release Employment:** As part of the portfolio team's work to reduce reoffending they will continue to support the Prisoner Release Employment Sub Group which was established under the chair of the Probation Service in FY23-24 to bring together relevant public bodies, third sector organisations and local businesses to increase sustainable employability for prison leavers. The focus of this work in FY24-25 will be on developing relationships with suitable and supportive local businesses to create an extensive directory of prison release employment programmes, with the aim of increasing the numbers of offenders in employment three months after their release.
68. **Independent Custody Visitor Scheme:** The portfolio team will continue to deliver improvements to the management and delivery of the Independent Custody Visitors Scheme with the rollout of an app to capture visit data which will enhance the monitoring effectiveness of the scheme and make it easier for volunteers to complete their visits and upload their findings. The portfolio team also plan to recruit additional volunteers for the scheme during the year, as part of a wider recruitment plan for volunteers who are interested in becoming involved in scrutiny and assurance of policing across Wiltshire and Swindon. They will also build on the launch of the Animal Welfare Scheme with the Force's Dog Unit and the Dogs Trust and consider what improvements should be recommended to the Force as part of this scheme's requirement to ensure the welfare of police animals.
69. **Summary:** The Reducing Reoffending & Criminal Justice portfolio addresses a number of the priorities and deliverables set out in the Police & Crime Plan and the WCJB Strategy and the OPCC will provide regular updates on progress through the quarterly performance reports to the Police and Crime Panel.

## **PORTFOLIO SUMMARY – COMMUNITY SAFETY & YOUTH**

70. This portfolio focuses on improving community safety, reducing police demand, prevention of offending by children and young people and the commission of services and interventions to divert this cohort from the criminal justice system wherever possible.
71. This portfolio is led by Jen Laibach, as Strategic Lead, who joined the OPCC in January 2024, and is supported by an Improvement Officer. In addition, this portfolio benefits from two members of staff funded by Home Office grant monies until the end of March 2025, including a dedicated Serious Violence Duty Coordinator who works with partner agencies to deliver the new Serious Violence Duty implemented in 2023 by government, and a Safer Streets Coordinator who oversees the delivery of the Safer Streets Round 5 programme on behalf of the OPCC as the lead agency for this round of funding.
72. The work delivered by the portfolio is aligned to the priorities set out in the Police & Crime Plan, specifically priority two **‘to reduce violence and serious harm’** and priority three **‘tackle crimes that matter most to local communities.’** In addition, this portfolio supports the priorities set out in both the Swindon and Wiltshire Community Safety Partnership strategies which outline how statutory agencies will work together to keep communities safe and the strategic plans of both Swindon & Wiltshire’s Youth Justice Services.
73. The priorities of the portfolio in FY24-25 are:
- a. Improving community safety
  - b. Delivering early intervention, serious violence reduction
  - c. Improving Youth voice, participation and engagement
74. Improvements in these areas will be measured primarily reduction in anti-social behaviour, reduction in knife enabled crime, reduction in hospital admissions for wounds with a sharp object, reduced youth offending rates and improved engagement rates with children and young people.
75. The portfolio team works very closely with colleagues from a range of other agencies through both Swindon and Wiltshire’s Community Safety Partnerships (CSPs), primarily through the various multi-agency working groups established to lead on specific themes within the partnerships, including early intervention and violence reduction, and communities’ sub-group. As well as the CSPs, the portfolio’s strategic commissioning lead sits on the executive board for the Youth Justice Service in both areas, working with multi-agency partners to support young offenders and provide interventions to divert them from continued engagement with the criminal justice system.

## **COMMUNITY SAFETY & YOUTH PORTFOLIO DELIVERY IN FY23-24**

76. **Serious Violence Duty:** The establishment of the Serious Violence Duty (SVD) in January 2023 placed a number of statutory duties on specified authorities (police, health, probation, youth justice services, fire and local authorities) to work in partnership to reduce serious violence. The PCC has duty to convene these

authorities, as well as other key stakeholders such as prisons and education providers, in order to develop and then publish a strategic needs assessment to better understand the causation factors of serious violence in the area and which cohorts are most at risk, and then develop a local response strategy which outlines what action the partnership will take to tackle these issues. Both of these documents had to be published by the end of January 2024 in order for the area to be compliant with the Duty.

77. Early in FY23-24 a joint executive group of both Swindon and Wiltshire Community Safety Partnerships agreed the establishment of a joint steering group with membership from the specified local authorities to lead the delivery of the Serious Violence Duty work. This group is chaired by the OPCC's strategic commissioning manager for this portfolio and beneath it sits the respective violence reduction sub-groups for both Swindon and Wiltshire who are focused on the tactical delivery of interventions to reduce serious violence in their areas.
78. The joint steering group agreed that the OPCC would undertake recruitment for the role of a Serious Violence Duty Coordinator to support the partnership work and development of strategic needs assessment and response strategy and this was completed by May 2023. The appointment of this post has been critical in delivering the work through FY23-24 to very demanding timescales, particularly given the relative immaturity of the partnership arrangements when compared to other police forces areas who have long established violence reduction units.
79. The joint steering group has met regularly through the year and extensive work has been undertaken across specified authorities and other key stakeholders to identify relevant data and evidence for inclusion on the strategic needs assessment. This has been a challenge for some specified authorities and reflects a gap in both community safety partnerships regarding the collation and analysis of data to support strategic assessments. Despite these challenges, both products required by the Duty were agreed by the joint steering group and published prior to the end of January deadline, meaning Swindon and Wiltshire are compliant with the Serious Violence Duty.
80. **Serious Violence Reduction Delivery:** As well as developing the strategic needs assessment and local response strategy, the portfolio team has delivered a range of interventions to reduce serious violence, recognising that as a partnership we couldn't afford to wait for the needs assessment and strategy before taking action. Therefore, during FY23-24 the portfolio team have commissioned a range of interventions to support children and young people and aimed at diverting those most at risk away from entry into the criminal justice system, as well as supporting those professionals engaged with children and young people:
  - a. Focussed deterrence is an evidence-based approach proven to work across the country where intense support and mentoring is provided to young people at high risk of being involved in serious violence. The project provides specific and targeted support to identified individuals who police and children services know are at significant risk of exploitation or may already be involved in gang activity. The interventions are provided with engagement from a range of support services and family members, working



- to address the cause of the child's risk-taking behaviour. Two projects were launched in FY23-24; one working in Swindon and another in Devizes targeting known gang members who have been involved in serious violence.
- b. Blunt Truth is a schools-based intervention using police and NHS staff to highlight the risks and dangers of carrying knives to teenage children – approximately 1400 children have received this intervention so far this year.
  - c. Street Doctors is an intervention specifically for children who are already engaged with youth justice teams who are at greater risk of being the perpetrators or victims of serious violence. Street Doctors works with these small groups of children to educate them on how to treat and respond to injuries from sharp weapons or head injuries caused by violence, using reachable teachable moments to highlight the risks of engagement in gang activity and reduce their risk-taking behaviour.
  - d. WAY Beacons is an award-winning project (NHS England, South West, IPC Awards) that aims to break the cycles of hospital readmissions crime, violence, and risk-taking behaviour by engaging with young people aged between 11-25 at a reachable moment within hospital by trained professionals and connecting them to ongoing support within their community. This provision has been rolled out in Great Western Hospital in Swindon in partnership with the NHS and Swindon Youth Justice Service.
  - e. Education Other Than At School (EOTAS) mentoring is an evidenced early intervention provision to children and young people aged 11-17 attending EOTAS in Swindon. The provider WAY has delivered a mentoring programme for 16 young people who are transitioning from EOTAS and are 'at risk' of being unemployed and not receiving an education or vocational training. This provision is designed to provide wellbeing support, as well as signposting to training and other opportunities to improve young people's outcomes.
  - f. Trauma informed practice training for professionals has been delivered to support their understanding of the impact of exposure to trauma has on an individual's neurological, biological, psychological and social development. We know that many children, young people and adults involved in serious violence have previously been exposed to trauma and this is likely to be a contributory factor in their behaviour. Therefore, this training for professionals and leaders in public bodies delivering engagements and interventions with these cohorts is designed to improve the way in which they engage with people affected by trauma and lead to better outcomes.

81. These interventions have been funded through a combination of Serious Violence Duty grant money and through the PCC's commissioning budget.

82. **Safer Streets Fund – Round 5:** In July 2023 the Home Office announced the details of the fifth round of Safer Streets funding to tackle violence against women and girls, anti-social behaviour and neighbourhood crime. The lead agency for this round of funding was Police & Crime Commissioners and in Wiltshire and Swindon the portfolio team worked at pace with key partners to develop a series of 12 proposals to commence delivery once funding from the Home Office was confirmed. This was received in late October 2023 but subsequent changes to the available funding was made in December by the Home Office, as part of a wider announcement on police funding. As a result Wiltshire OPCC received £0.463m

for FY23-24 and £0.355m for FY24-25 (a reduction from the original sum of £0.535m originally confirmed for FY24-25). The portfolio team completed the recruitment of a Safer Streets Programme Coordinator who has worked at pace with providers to mobilise and launch the 12 projects to ensure delivery of outcomes within the required timescales.

**83. Youth Voice:** The Youth Commission enables young people aged 14-25 to support, challenge and inform the work of the Police and Crime Commissioner for Swindon and Wiltshire. The young people involved are able to gain new knowledge, skills and experiences, and have their say on crime and policing issues that matter most to them and their peers. Their report to the Commissioner in 2023 has informed a range of work undertaken both within Wiltshire Police and the OPCC, as well as with partners, and builds on the voice of young people captured through other channels and by other stakeholders.

**84.** The focus during FY23-24 for the Youth Commission has been serious violence and what police and other agencies can do to reduce and prevent it as part of the new Serious Violence Duty. A series of sessions has taken place with the Youth Commission through FY23-24, hosted by the OPCC, Wiltshire Police and the Youth Justice Services in both Swindon and Wiltshire. Topics have included knife crime, joint enterprise, gang violence and exploitation, the Serious Violence Duty, stop and search, hate crime, prevention and diversion, domestic abuse, reporting crime and making complaints. The findings of these sessions will be presented in a report to the Commissioner and a range of stakeholders, including senior Wiltshire Police officers in March 2024 at the Big Conversation conference. The findings will be key to informing the way in which the OPCC, police and partners engage with young people in the future to reduce serious violence in our communities.

**85. Tackling Anti-Social Behaviour:** The portfolio team have worked with partner agencies through the Community Safety Partnerships in Swindon and Wiltshire to continue to improve the coordinated response to incidents of anti-social behaviour across the Force area. In FY23-24 this included the rollout of the ASB toolkit to both Community Safety Partnerships and the publication of the Community Remedy for Wiltshire and Swindon. The Community Remedy is a list of potential consequences that first time and low-level offenders may face and is used as an opportunity for early intervention and diversion when dealing with an adult or child offender who has accepted responsibility or admitted their part in anti-social behaviour, while also providing victims of anti-social behaviour with a route for swifter justice.

### **COMMUNITY SAFETY & YOUTH PORTFOLIO PLANS FOR FY24-25**

**86. FY24-25 Funding:** The portfolio is funded by the PCC's commissioning budget and Home Office grants from the Serious Violence Duty and Safer Streets Round 5. In FY24-25 the values of these funding streams are:

- a. PCC Commissioning Budget: £0.352m
- b. Serious Violence Duty: £0.249m
- c. Safer Streets Round 5: £0.355m

**87. FY24-25 Service Commissioning:** The portfolio's core activity in FY24-25 will continue to be delivering the range of engagements, interventions, diversionary activities and support for children and young people. This will be done collaboratively alongside relevant partner agencies and will include the ongoing delivery of the serious violence strategy. Services commissioned include:

- a. Premier League Kicks which provide football related interventions for young people in Swindon and north Wiltshire to reduce their involvement in anti-social behaviour
- b. A range of targeted interventions to reduce serious violence as part of the partnership approach to discharging the requirements of the Serious Violence Duty; including continued delivery of school intervention programmes, navigators in A&E settings to engage with victims of serious violence, targeted mentoring for the most at-risk young people and Focused Deterrence projects in Swindon and Devizes with options to look at expanding this provision more widely
- c. In addition to the above the OPCC will continue to provide funding to Swindon and Wiltshire Youth Justice Services as part of PCC's statutory duties

**88. Safer Streets Fund – Round 5:** The programme commenced in FY23-24 with all 12 projects now underway. Delivery will continue in FY24-25 with all projects planned to complete before the end of March 2025. Projects in the programme include:

- a. Night time economy wardens in Salisbury and Trowbridge focused on tackling anti-social behaviour and violence against women and girls
- b. Additional CCTV in Chippenham and Salisbury through their town and city councils
- c. Target hardening in burglary hotspots to support vulnerable people through the Bobby Van Trust
- d. Large programme of detached youth work and targeted mentoring for young people in Swindon, Chippenham and Salisbury to reduce the risk of their involvement in criminality, anti-social behaviour and gang violence
- e. Targeted support for the Clear, Hold, Build initiative in Swindon focused on mentoring for the most at risk individuals in the target area, and a dedicated outreach worker to support the most vulnerable sex workers in the target area

**89. Youth Voice:** The contract with the third-sector provider who has facilitated the Youth Commission for the past three years ends in March 2024, so procurement is being undertaken for a new service which is currently out to the market. The specification for the new service has been updated to reflect the need to engage through multiple channels with a diverse community of young people and how this work should compliment the activities by other partner agencies to capture the lived experience of young people to inform the design of their services. The new youth voice service is planned to go live in June 2024 following the outcome of the PCC election.

90. **Tackling Anti-Social Behaviour:** In February 2024 the Home Office announced the provision of funding for PCC's to invest in ASB hotpot patrolling within their Force areas for 12 months from April 2024. This funding is available specifically to fund additional patrols by police officers and PCSOs, or other partner agencies (such as local authority wardens). Extensive work is required to map the hotspots and design the patrol plans which meet the requirements of the grant and the OPCC is leading this work alongside the Force and partner agencies.

91. **Summary:** The Community Safety & Youth portfolio addresses a number of the priorities and deliverables set out in the Police & Crime Plan and the Community Safety Partnership strategies in both Swindon and Wiltshire, and the OPCC will provide regular updates on progress through the quarterly performance reports to the Police and Crime Panel.

### **PCC COMMUNITY ACTION FUND – DELIVERY IN FY23-24 AND PLANS FOR FY24-25**

92. In FY23-24 the OPCC relaunched the Commissioner's Community Action Fund which offers grants up to £5,000 to local organisations and charities to support delivery of activities which align with the priorities set out in the Police and Crime Plan. Working closely in partnership with the Wiltshire Community Foundation who administer the fund, the application process was redesigned to make it even more accessible for smaller groups to apply and enable multiple opportunities to apply for funding throughout the year. Funded by proceeds from the Police Property Act, the funds available has come from auctioning any unclaimed property that has been recovered following a crime.

93. Over the course of FY23-24 the Action Fund awarded £89,895 to 22 organisations through three bidding rounds. The outcomes of these awards range from provision of a variety of youth engagement and intervention work across Swindon and Wiltshire, to supporting Community Hubs who help vulnerable and elderly residents avoid becoming victims of crime, to counselling services for trauma victims and alert bands for dementia sufferers to improve their safety.

94. Building on the success of the Action Fund in FY23-24 we plan to grant further funds in FY24-25 and work with previous recipients of funding to consider longer term commissioning of services where that might be appropriate, or to fill a gap in existing service provision.

### **RECOMMENDATION**

95. PCP members are asked to note the report.