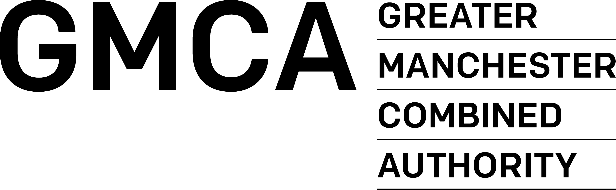
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**SERVICE SPECIFICATION**

**Greater Manchester Victim Services**

**Contract Ref:** **GMCA 706 (DN 661552)**

This document defines the Greater Manchester Victim Service to commence on 1st July 2023

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**Abbreviations, Terminology and Definitions:**

In this document the following abbreviations and terminology are used to aid clarity. For the avoidance of doubt, these are used solely in connection with this document and to aid understanding only. The interpretation section of the Contract takes precedence in the event of any contradiction or incompatibility.

**Abbreviations:**

CMS - Case Management System

DPA - Data Protection Act 2018

DA - Domestic Abuse

GDPR - General Data Protection Regulations

EU - European Union

GMP - Greater Manchester Police

GMVS - Greater Manchester Victim Services – Generic, working title for the core multi-crime service commissioned by the Deputy Mayor

FCC - GMP Force Contact Centre

CRRU - Crime Response and Resolution Unit

Deputy Mayor - The Greater Manchester Deputy Mayor for Policing, Crime, Criminal Justice and Fire

HBA – Honour-based Abuse

IDVA – Independent Domestic Violence Advisor

ISVA – Independent Sexual Violence Advisor

MoJ - Ministry of Justice

MARAC - Multi-Agency Risk Assessment Conferences

SV - Sexual Assault and Abuse

RJ - Restorative Justice

VCOP - Victim Code of Practice

VCSE - Voluntary Community Social Enterprise

**Terminology:**

‘Data Controller’ - As defined by Article 4(7) of the UK GDPR, means the natural or legal person, public authority, agency or other body which (either alone or jointly in common with other persons) determines the purposes for which, and the manner in which, personal data is to be processed. [The Deputy Mayor, the Chief Constable of Greater Manchester Police and the Service Provider shall be Joint Data Controllers.]

‘Data Processor’ - In relation to personal data, means any person (other than an employee of the data controller) who processes the data on behalf of the data controller.

‘Commissioner’ – Means the MoJ grant budget holder, currently the Deputy Mayor for Policing.

‘Contract’ - Means the contract entered into between the GMCA and the Service Provider for the provision of the Services.

'Crime' - Refers to all crime categories defined by the Home Office.

‘Greater Manchester Victim Services’ – Means the generic, working title for the core multi-crime service commissioned by the Deputy Mayor and the entity by which all Services delivered under this Contract may be known by.

‘Service Area’ - Means the Greater Manchester area.

‘Service Provider’ – Means the service provider appointed to deliver the Services in accordance with this Specification and the terms of the Contract.

‘Specialist Service’ – Means other partner agencies involving more specialist or enhanced support for specified groups of victims or individuals, e.g., domestic violence victims, sexual violence victims, hate crime etc.

‘Specification’ – Means this service specification setting out the requirements for delivery of the Services.

‘Support Services’ – Means Services providing emotional, practical or advocacy support.

‘The EU Directive’ – Means the EU Victims Directive establishing minimum standards on the rights, support and protection of victims of crime agreed by the UK and the 27 Member States of the European Union.

‘The Greater Manchester Standing Together Plan for 2022-2025 – Means the Police and Crime Plan for Greater Manchester which sets out, on behalf of the public, the Deputy Mayor’s strategic objectives and priorities for crime-related and policing services across Greater Manchester.

‘The Services’ – Means the full range of services to be delivered in accordance with the Contract and as set out within this Specification.

‘Universal Service’ – Means Services accessible to all individuals in the community.

‘The Victims Code’ or “VCOP”- Means the Code of Practice for Victims of Crime, published October 2013 and revised in October 2015, which sets out the services to be provided to victims of criminal conduct by criminal justice organisations in England and Wales.

‘Victim’ - Means a person who has suffered harm, including physical, mental or emotional harm or economic loss, which was directly caused by a criminal offence or a close relative (or a nominated family spokesperson) of a person whose death was directly caused by a criminal offence. This is regardless of whether the Victim reports or does not report to the police. This term also incorporates those who would identify as a survivor of such harm (Survivor). The terms ‘Victim’ and ‘Survivor’ are used interchangeably throughout this Specification.

‘Witness’ – Means a person who sees, knows or vouches for something, or who gives testimony under oath or affirmation, in person, by oral or written deposition or by affidavit. Any witness must be legally competent to testify.

**Introduction**

The Deputy Mayor for Policing is in the process of transforming the delivery of services for Victims within the Greater Manchester area. The Greater Manchester Combined Authority (GMCA) now has an opportunity to invite applicants to offer an innovative and creative proposal to further enhance the offer to Victims of Crime across Greater Manchester, placing Victims at the heart of service delivery to bring about positive and sustainable outcomes at a local level.

This Specification has an emphasis on the importance of collaboration and partnerships delivered through a range of strategies and plans, centred on Greater Manchester’s [Standing Together Plan](https://www.greatermanchester-ca.gov.uk/media/5724/gmca-police-and-crime-plan.pdf?msclkid=d22a6e52b66911ec87056e4d8dbf7b3e), its priorities and themes, as well as The [Gender-Based Violence Strategy](https://www.greatermanchester-ca.gov.uk/media/5018/gender-based-violence-strategy-document-v7-web.pdf) and the Chief Constable’s ‘[Plan on a Page’](https://www.gmp.police.uk/SysSiteAssets/media/downloads/greater-manchester/about-us/plan-on-the-page/cc---planning-our-future---building-a-new-gmp---booklet-20pg.pdf). Further information regarding the Greater Manchester Context can be found at [**Appendix A**](#AA)**.**

The Specification also sets out the vision for the Digital Transformation of Victim Services and clearly articulates the Greater Manchester ambition for the Services, specifically how ‘*the Deputy Mayor is looking for an innovative, creative and outcome-focussed provider who can work with partners to advocate for victims and survivors, reduce bureaucracy, share information but protect the rights of victims and work with the Deputy Mayor to transform the outcomes for victims across Greater Manchester’*.

**Section One:**

**The Greater Manchester Ambition**

* 1. **Our Priorities**

The Deputy Mayor wants Greater Manchester to be a centre of excellence for putting Victims, Witnesses and Survivors at the core of public service delivery. The criminal justice system does not always serve Victims well and this must change. All parties involved in the delivery of criminal justice need to be the public’s champions, helping to transform the criminal justice system into a criminal justice service fit for all. We are seeking to improve confidence by working to join-up the system and provide seamless services, including offering people safe alternatives for reporting and support outside the criminal justice system.

The Deputy Mayors vision is to “Improve Systems and Services to Support Victims Every Step of the Way”. In Greater Manchester we want services tailored to meet individual needs, resources targeted where they are most needed and to ensure an improved experience for Victims and Survivors.

The Service Provider will be expected to demonstrate that it can, not only meet the requirements set out further in this Specification and at [**Appendix B**](#AA) but also deliver the ambition for Greater Manchester to be a centre of excellence for putting Victims, Witnesses and Survivors at the core of public service delivery.

We have set out five priorities for the period of the Contract. These represent a step change in how the Service is currently delivered and have been framed from a Victim’s perspective to enable the Service to focus on clear objectives in Year 1, Year 2 and Year 3 of the Contract that will help achieve our ambition.

Services funded under the Contract are intended to form part of the services available to Victims in accordance with the Victims Grant, Funding Strategy and Victims Bill establishing minimum standards on the rights of the Victim and availability of support. The Services will support the local delivery of the Victim Code 2021 requirements and the MoJ strategy 2018 and any subsequent Victim related legislation. The Legal and Guidance Framework that applies to this Specification, together with a copy of the current MoJ Grant Agreement between the MoJ and the Deputy Mayor, is included at [**Appendix C**](#AA)**.**

* 1. **Taking the Service to the Victim**

As a Victim:

* I want to be able to receive the support I need in a place of my choosing and at a pace that I decide.
* I expect the Service to understand and be able to meet my needs in a way that is sensitive to my personal characteristics and the characteristics of the community that I am from.
* I expect to see the Service working together with Specialist Services and my local community services to ensure that any support I receive is centred on my needs, not based on the support that a single Service can deliver.
  1. **Stop Repeat Victimisation**

As a Victim:

* I want Services to work together to stop me being a Victim of another Crime.
* I want Services that can provide help that will keep myself, my family and my property safe and prevent me from feeling vulnerable.
* I want to feel safe and confident and be able to access group or peer support in a place of my choosing that can help me to achieve this.
* I do not know the difference between Crime and anti-social behaviour, I just know being a Victim of either can make me feel vulnerable or feel that I have been harmed. I just want to be able to access support and feel that my needs are being met.
  1. **Strengthen Local Partnerships**

As a Victim:

* I want to see that local community-based services that I use or are representative of my community have a strong working relationship with the Service and that they will work together to strengthen the quality and responsiveness of service delivery for me.
* I want my needs assessed and support for me to be triaged, coordinated and delivered by the Service in a manner that is tailored and responsive to my needs, not based on the type of Crime I have been a victim of.
* I want the Service to help coordinate and sequence my support, especially if I have been a Victim of violent Crime, DA or SV, with other service providers and/or local community services, so that I get the support when I need it, in a place that I can choose and in a manner that is sensitive to and best meets my needs.
* I want to see how the Service is working together with GMP to develop and implement victim strategies for individuals, groups of Victims or local populations where Crime and/or anti-social behaviour is having a significant impact.
* I want the Service to work with mental health support services to ensure that, as a Victim of DA or SV, my complex mental health needs are being met.
  1. **Digital Transformation**

As a Victim:

* I want to be able to access support online through a Greater Manchester focused website so I can self-serve, get information and understand what support is available to me.
* I want to be able to contact the Service through different channels and have access to high quality information and a menu of options so I can choose a support offer that works for me.
* I want to access support that is not defined by the type of Crime I have been a victim of but by the impact it has had on me.
* I would be happy for my information to be shared between different services, so I do not have to repeat my story each time, provided my information is kept safe.
* I want to know what is happening with my case, be that the investigation or the progress of my support case, when it suits me.
* I want to be able to access and receive updates on my case digitally and be able to provide updates that explain how I am feeling at any point so the impact the Crime has had on me is known to the Service.
* I want to see how the Service is working with GMCA and GMP and bringing forward my needs, views and experiences needs to shape the design and development of digital solutions that enhance the offer to all Victims of Crime in Greater Manchester.
  1. **Service Integration & Communication**

As a Victim:

* As one of many Victims who are referred to the Service by GMP, I want to see more Victims contacted by the Service, have their needs be assessed, and be provided with support. I do not expect that support to be solely provided by the Service, but I do expect that they will effectively triage the referrals and ensure everyone receives an offer of support from the Service or from another Greater Manchester support service who can best meet their needs.
* The Service should demonstrate how it is ensuring the rights and entitlements I have as a Victim are being met.
* I want to see that the Service is being proactive in seeking out my views on the quality of service I have received throughout my journey.
* I want to know that my views have been listened to and have been used to adapt and continuously improve the quality and effectiveness of service delivery both within the Service and GMP.
* I want to see how the Service is visible and engaging with GMP officers and staff across the boroughs and in specialist teams to develop their knowledge, capability and understanding of what the Service and other Victim support services across Greater Manchester can offer.
* I want GMP officers and staff to know how the Service could help me and to be able to direct or refer me to the Service at any point from initial contact with the GMP and throughout the course of any investigation and beyond if necessary.
* I want GMP officers and staff to have access to a helpline so they can draw on the knowledge and expertise of the Service to help them make the best decisions in the interests of the Victim they are dealing with.
* I want to see the Service and GMP Thematic Leads working together to ensure that the response and support I receive, as a Victim of a personal harm Crime such as HBA, DA or SV, is of a high quality and I have access to information and support with civil remedies such as Protection Orders.
* I want the Service (unless I have a IDVA or ISVA), Witness Care Units and the Witness Service to work together and share information so that the impact the Crime has had on me is made known to the court, my needs are understood and any special measures I require have been put in place to assist me to give my best evidence.
* I expect to see the Service proactively marketing the Service, through a range of channels, so I, other Victims and the public in general across Greater Manchester are aware of the Service and how it can help them.
* If I engage with another Greater Manchester support service provider, I want that provider to know what the Service can offer and how it can enhance or help coordinate my support journey.

**Section Two:**

**Core Delivery Requirements**

* 1. **Social Value**
     1. The GMCA is committed to acting in a socially responsible way and to influencing others with whom we work with to do the same. In accordance with the Social Value Act 2012, we must consider social value in all our decisions.
     2. As we rebuild our economy in Greater Manchester during and following the crisis caused by COVID-19, it is increasingly important to secure the maximum possible value from every pound of public money that we spend.
     3. This means the GMCA will ensure every contract achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.
     4. The GMCA’s Social Value Framework has six priorities as shown in the diagram below. Further information on how suppliers can contribute to each priority can be found on the GMCA’s website: [https://www.greatermanchester-ca.gov.uk/what-we-do/economy/social-value-can-make-greater-manchester-a-better-place/](https://www.greatermanchester-ca.gov.uk/what-we-do/economy/social-value-can-make-greater-manchester-a-better-place/%20).

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* + 1. We are committed to, and we expect our suppliers to be committed to:
       - Supporting the local economy, including through any sub-contracting.
       - Reducing demand for public services and including appropriate incentives in contracts, such as contract extension opportunities for suppliers who effectively reduce demand.
       - Supporting the community and voluntary sector through our suppliers and contracts.
       - Robust enforcement in cases where suppliers fail to deliver agreed outcomes.
       - Working positively with suppliers to deliver the maximum possible social value together (e.g., we might offer a supplier discounted use of our buildings in order to enable district-based delivery of services across the region).
       - Paying our suppliers promptly.
       - Endorsing / promoting suppliers who engage successfully and positively with our social value approach to procurement.
       - Upholding and maintaining our iso14001 environmental management system accreditation.
       - Adopting the real living wage as a minimum.
  1. **Service Demand**
     1. Greater Manchester makes up 5% of the population of England and Wales yet receives over 10% of the demand for police services. In the past year there were approximately 90,000 acquisitive Crimes, 90,000 Crimes of violence against the person, more than 60 fatal road traffic collisions and another 2,250 that caused injury.
     2. During the year ending March 2022, GMP recorded 285,228 Victim-based Crimes; Crime is becoming more complex with cyber-crime, fraud, and child sexual exploitation all becoming a greater part of the workload.
     3. Further insights on levels of demand are included at [**Appendix D**](#AA) and [**Appendix E**](#AA). The Service Provider will draw on these insights for the development of their delivery of the Services and their workforce plan.
     4. We expect the Service will:
        + Be ready and able to meet anticipated demands and flexible and agile enough to manage acute changes in demand.
        + Demonstrate how they will minimise attrition throughout the breadth of delivering the Services.
        + Ensure systems and processes are in place that ensure that those Victims who should have been referred are being referred, their personal information is correct and that they are being promptly contacted, in person, by the Service and their needs are understood and met.
        + Have in place systems and/or processes to recognise chronic changes in demand (or the nature or complexity of such demand) together with a clear methodology for the escalation of service capacity issues.
        + Enable and deliver rich insights into the nature of the demands, what Victims need and how those needs are being met; and to develop a clear picture of the provision available across Greater Manchester to support complex or high levels of demand.
        + Employ contact methodologies that value personal contact.
        + Utilise a telephony system provided by GMP (however this will not exclude the Service Provider making best use of available technologies or platforms to enhance their information and communication offer).
        + Only send letters by post in extreme circumstances where digital technologies cannot be utilised, due to the cost and environmental impact.
  2. **Major Crime Incidents/Terrorism**
     1. The Service Provider must ensure that adequate single point of contact (SPOC) arrangements are in place in Greater Manchester so that Victims of Major Crime Incidents (whether occurring inside or outside of their police area) and their family members (who resident in their police area) are able to access support services in a straight forward and timely manner.
     2. Major Crime Incidents include terrorist attacks, and large-scale incidents resulting in multiple Victims of Crime.
     3. In Greater Manchester the Greater Manchester Resilience Hub (GMRH) is responsible for coordinating the mental health response to all people impacted by the event. Therefore, all activity undertaken in response to a Major Crime Incident will be in line with the agreed protocols and working arrangements of the GMRH.
     4. The provider shall ensure that they build and develop robust relationships and support pathways with the GMRH to ensure that where a Victim has experienced psychosocial impact that any support provided is done in liaison with the GMRH.
     5. The provider must ensure that suitable information sharing agreements are put in place with GMRH to ensure that all Victims who need support have access to a clinically approved, trauma informed needs assessment. To facilitate this exchange of personal information, the Service Provider should make full use of the Public Task principles under the General Data Protection Regulations.
     6. The Service Provider must ensure that in the event of such an incident it has the capability to implement a 24/7 helpline and online information for Victims of Major Crime Incidents. This could be in isolation or in partnership with other local or national support service providers.
     7. The Service Provider will ensure that the support response is clearly thought out, planned and captured in a single major crime incident plan, setting out roles and responsibilities of all staff, in particular clarity around the role of the SPOC and the ongoing provision and resilience of the Service.
     8. The Service Provider will be expected to put in place, in consultation with the GMRH, a learning and development offer for staff from other Victim support services, that are commissioned by the Deputy Mayor, which shall include a core understanding of best practice support methodology and the psychosocial impacts in the event of a Major Crime Incident.
  3. **Police Perpetrated Domestic Abuse**
     1. The Deputy Mayor and GMP expect that the Service has the capability of dealing with the specific risks and vulnerabilities of police perpetrated DA Victims and supporting them when engaging with the police complaints and disciplinary system. Such Victims could include police officers or police staff from GMP or other force areas.
     2. This requirement includes establishing systems and processes that can facilitate a discreet service capability within the core service which can receive and respond to self-referrals, direct referrals from GMP (or other force’s Professional Standards Departments where the Victim resides in Greater Manchester), line managers or staff organisations.
  4. **Restorative Justice**
     1. The Deputy Mayor is in the process of commissioning a RJ service that will sit alongside this Service. It will be an all-age RJ Service, delivering restorative practice in accordance with relevant Restorative Justice Council guidance in relation to preparation, facilitation and follow up. The RJ Service will be responsible for the delivery of training, workforce development and awareness raising for services.
     2. The service will focus on Level 2 and Level 3 Restorative Justice and in supporting Greater Manchester Police to improve their practice at Level 1.
     3. The Deputy Mayor expects the provider to work in partnership with the RJ Service to ensure appropriate case management and information systems and processes are in place to identify, monitor and track opportunities for RJ and ensure that supported referrals are made to the RJ Service.
  5. **Workforce - Skills, Knowledge and Awareness**
     1. The delivery of the Services will maintain staffing levels enabling the Specification to manage referrals and safe caseloads (demand and peaks) and meet the outcome requirements of a Victim to cope and recover, with appropriate rotas and shift patterns, within the funding envelope.
     2. The Service Provider must ensure all staff are trained and supported in line with the relevant legislation and local safeguarding policies. They should also have knowledge and understanding of the following areas and, where appropriate, have robust policies and procedures in place:
* Children and adults safeguarding.
* The Criminal Justice System, Victim Code of Practice and EU Directive.
* Information sharing and data protection.
* Trauma Informed Practice.
* Motivational interviewing techniques or similar practices.
* Partnership working and referral agencies/pathways.
* Disciplinary procedures.
* Health and safety.
* Complaints/Whistleblowing.
* Equality and Diversity (including the equality and human rights legislation and the Public Sector Equality Duty).
  + 1. Service Provider staff must be able to work in a multi-agency environment to support and enable the determination of the most suitable support required to meet the needs of the Victim.
  1. **Safeguarding**
     1. The Service Provider’s employees and sub-contractors must ensure that they abide by the existing safeguarding policies which the Service Provider will have in place, which will be supported by the relevant local authority and GMP safeguarding policies.
     2. Any safeguarding issues must be managed through these policies and brought to the attention of the relevant Local Safeguarding Team.
     3. The Service Provider must ensure that all staff working in this environment undertake relevant safeguarding training for children and vulnerable adults as part of their induction, and ongoing training appropriate to their level of responsibility. This should include active encouragement to staff in whistleblowing if they are aware of suspected abuse.
     4. The Service Provider will cooperate with any request from the Safeguarding Boards to contribute to multi-agency audits, evaluations, investigations and serious case reviews, including where required, the production of a management report.
     5. The Service Provider will consider the organisational implications of any Serious Case Review(s) or similar investigations and reports and will devise an action plan to ensure that any learning is implemented across the Service.
  2. **Police Vetting**
     1. All Service Provider staff must be vetted to a minimum of Non-Police Personnel Vetting (NPPV) Level 1 and always wear clear security identification badges whilst within GMP premises.
     2. It is anticipated that the staff roles that are directly involved in the provision of the Services will require access to GMP crime and records management systems to help provide an improved service to Victims. All Service Provider staff who have access to the GMP crime and records management system, access to police buildings, system or data, or have access to Victim information or any other case related information, must be vetted as a condition of their employment. Such staff must be vetted to Non-Police Personnel Vetting (NPPV) Level 2. This is valid for 3 years. Further information can be found here: [Police National Vetting Service](https://www.warwickshire.police.uk/police-forces/warwickshire-police/areas/warwickshire-police/about-us/about-us/police-national-vetting-service/).
     3. GMP requires people applying for NPPV to have lived in the UK (England, Northern Ireland, Scotland or Wales) for a minimum of three years immediately prior to a vetting application being made. The need for the residency rules arises from the requirement to vet all applicants in an equitable manner. This is because the UK police service does not have any means of routinely completing all the checks required for those who are not resident in the UK. If the vetting applicant has been living outside of the UK while serving with the British armed forces or on Government service, they are classified as being resident in the UK. A vetting applicant who has been overseas on a ‘gap year’ or sabbatical for less than twelve months is considered to be on an extended holiday.
     4. If Service Provider staff fail vetting, the Service Provider must ensure such staff no longer carry out a role that involves access to police buildings, systems, data or any Victim’s personal information or other case related information such as case notes or care plans.
     5. There will be no charge to the Service Provider for the cost of police vetting and security badges.
     6. The Deputy Mayor requires the Service Provider to audit and take appropriate action (following GMP guidance) if employees or volunteers breach access rights.
     7. In the event of any data or access breach, the Deputy Mayor must be informed of the full circumstances as soon as practicable.
  3. **Software, Systems and Telephony Service Requirements**
     1. The Service Provider must employ and utilise its own robust case and information management system (CMS) to manage cases and enable the safe receipt, transfer, security, governance and reporting requirements of the Services. The CMS, its processes and procedures must comply with all relevant data protection legislation.
     2. The CMS must have the ability to securely receive and import referrals from the GMP crime and records system, without requiring any amendments to the information that is currently supplied through an automated daily transfer (ADT) in the form of a \*.csv file.
     3. The current ADT process is a daily transfer with the \*.csv being sent by email nightly from GMP. The data in the \*.csv file should be imported into the specific fields within the Service Provider’s CMS. GMP are unable to make any changes to the current file, data fields or delivery process.
     4. A blank version of the ADT file is available at [**Appendix F**](#AA)**.**
     5. The Service Provider’s staff will be provided with a GMP laptop or have access to a GMP Desktop. The laptops will be available for Service Provider staff to utilise when working at any location (in accordance with the relevant GMP policies for the use of its hardware).
     6. The Service Provider must have the capability to remotely access their CMS through a Microsoft Edge web browser without the need for the installation of any additional software on GMP hardware. Where, for clearly articulated data security reasons, additional software such as Citrix is required by the Service Provider, this would have to be agreed during mobilisation with GMP and all costs for the deployment of said software would have to be borne by the Service Provider.
     7. It is incumbent on the Service Provider to ensure the security of the data within their CMS, e.g., through appropriate authentication protocols. The Service Provider will, as part of mobilisation, go through an information security and risk assurance process with GMP. If any risks are identified through this process, then appropriate steps to mitigate said risks will be considered by GMP.
     8. The CMS should have the development capability to accept secure self-referrals and referrals from other agencies and make onward referrals to other Victim support services commissioned by the Deputy Mayor.
     9. The CMS must have the ability to record consent of a Victim to share information with wider partner agencies.
     10. The Service Provider should have the ability to share agreed data and reports in a timely and agreed standard format. This may require access by analysts, instructed by the Deputy Mayor to, for example, enable ad hoc reports, develop insights on the support needs of specific cohorts of Victims or undertake in depth demand modelling. Where the relevant data can be extracted from the CMS in a useable format then direct access may not be required.
     11. At the end of the Contract, the Service Provider must agree to maintain and extract all data for any subsequent contracts and to ensure a seamless service for Victims.
     12. The Service Provider will be expected to utilise a telephony capability supplied by GMP, however where the Service Provider has an existing cloud-based telephony system there is the option to extend the use of this, where technically feasible.
     13. The telephony capability must include a freephone number for Victims to call and display a Greater Manchester caller ID on all outgoing calls.
     14. The ability to send and receive SMS, voicemail and call routing to enable incoming calls is to be handled by the Service Providers staff, working either within GMP offices or remotely.
     15. The Service Provider must be prepared to work with the GMCA and GMP to develop and sign up to relevant data sharing protocols to embrace partnership working. A dynamic approach to information sharing is necessary to:
     + Respond and comply with safeguarding procedures.
     + Aggregate data and intelligence.
     + Identify and support victim needs which may require consent-based referrals to other services.
     + Produce and share a monthly Victim needs profile with the Deputy Mayor and partners.
  4. **Digital Transformation**
     1. The Deputy Mayor wants to enable organisations to make better use of data, and to improve services for all citizens across Greater Manchester. The following principles underpin our ways of working:
     + Working in an agile way (or having a willingness to learn).
     + Using a person-centred design approach.
     + Co-designing a solution that has a focus on continuous improvement.
     + Consulting with key stakeholders to develop a high-quality customer journey.
     + Working in a flexible, resilient way to evolve a solution over-time.
     + Ensuring information governance requirements are met.
     1. We have undertaken significant work to develop our understanding of the digital needs of Victims and Survivors. We are keen to work with a Service Provider who will contribute their knowledge, experience and insights to the development and implementation of this research into digital solutions that can transform the way Victims and Survivors’ access, engage and interact with Victim services across Greater Manchester.
     2. To enable this the CMS utilised by the Service Provider under the Contract should have the following capabilities:
        + Be cloud-based.
        + All data should be hosted in the UK.
        + Support robust authentication processes i.e., single sign-on (SSO), multi-factor authentication.
        + It’s organisation or system supplier should adhere to Web Content Accessibility Guidelines (WCAG) 2.1.
        + Support application programme interfaces (APIs).
        + It’s organisation and / or system supplier should have specific measures in place to ensure system continuity.
        + Ensure that all data-at-rest is encrypted.
  5. **Information Governance**
     1. There is a clear requirement placed upon both GMP and the Deputy Mayor to deliver services to Victims by the Domestic Violence, Crime and Victims Act 2004. For the purposes of the Data Protection Act 2018 and the data collected for the provision of Victim support services, the Deputy Mayor and the Chief Constable of GMP and the Service Provider will act as a Joint Data Controllers (as defined in the UK General Data Protection Regulation).
     2. The Service Provider must demonstrate that structures, systems and processes are in place to assure the quality, accountability and management of information collated and produced when providing the Services.
     3. If the Service Provider is to process information (process can include actions such as obtaining, recording, holding, adapting, amending and updating) in its own electronic management (or paper) system, then it should do so whilst ensuring that it meets its obligations under UK data protection legislation.
     4. Information collected by GMP will be passed securely to the Service Provider so that they can contact the Victim and offer support. The Service Provider is doing this on behalf of GMP and the Deputy Mayor so that they meet the obligations placed upon them under the Domestic Violence, Crime and Victims Act 2004.
     5. The Service Provider must adopt a willingness to share information with partners to provide additional support via a universal service or more specialist service such as, for example, IDVA, ISVA services, health bodies, local authorities and housing.
     6. Upon the conclusion of the Contract, the Service Provider will be required to provide the collected information to the data Controllers (as defined in the UK GDPR) in a format to be decided by them at no additional cost. A hard deletion of all electronic information and secure disposal of all paper documents must then be undertaken. Written confirmation of this being completed must be provided [to the Controller by the Service Provider] within 90 calendar days of the end of the Contract.
     7. The Service Provider will only have access to the information for the purpose of providing the Services and will not use the information for any other purpose without the written permission of the Deputy Mayor.
     8. All personal data obtained by the Service Provider, irrespective of whether it is at rest or in transit, must meet national guidelines and required standards for data protection compliance, security and client confidentiality.
     9. The Deputy Mayor is looking for an innovative, creative and outcome-focussed Service Provider who can work with partners to advocate for Victims and Survivors, reduce bureaucracy, share information but protect the rights of Victims and work with the Deputy Mayor to transform the outcomes for Victims across Greater Manchester. We will therefore expect Service Providers to be agile and bring a proactive, solution focused mindset to the development of the information governance arrangements for the Contract. The current arrangements for data exchange and transfer from GMP may change and we would expect the Service Provider to be ready and able to work with GMP/the GMCA to enable and facilitate this change.
     10. During mobilisation the GMCA and GMP will work with the Service Provider to ensure all underlying information governance requirements are in place and form part of the Contract. The GMCA utilises tools and gateways to efficiently prepare any data protection impact assessment as may be required (including provision of detailed information and assessments in relation to processing operations, risks and measures). At present the GMCA and GMP use Dapian (<https://dapian.uk>) and as part of the mobilisation and implementation of the Service the Service Provider shall also utilise these tools.
  6. **Records Management and Maintenance**
     1. Data is fundamental to effective, evidence-based decision-making. It underpins everything from major policy decisions to routine operational process. Often, however, data is of unknown or questionable quality. This presents huge challenges. Poor or unknown quality data weakens necessary evidence, undermines trust, and ultimately leads to poor outcomes for Victims and Survivors.
     2. The Service Provider shall demonstrate that it can meet the principles within the Government Data Quality Framework (linked below). These are:

1. Commit to data quality.

2. Know your users and their needs.

3. Assess quality throughout the data lifecycle.

4. Communicate data quality clearly and effectively.

5. Anticipate changes affecting data quality.

* + 1. Further information can be found here: <https://www.gov.uk/government/publications/the-government-data-quality-framework>
  1. **Information Security and Risk Management**
     1. Information is a vital asset and is integral to governance, service planning and delivery, and performance management. To help ensure the safety and security of information which forms part of the Services, it is essential that the Service Provider does not consider information risk management in isolation but embeds it into all business processes and functions.
     2. Risk management is the recognition and effective management of all threats and opportunities that may have an impact on the Services or GMP reputation, its ability to deliver its responsibilities and the achievement of its objectives and values. It is critical that information risk be managed in a structured and robust way, with the Service Provider taking responsibility for information risk.
     3. Assets must be identified, and their ownership assigned at senior staff level. The basis of this approach should be documented within the Service Provider’s information governance framework and updated annually.
     4. The Service Provider must have in place systems, policies and processes to ensure that:
     + Information is protected against unauthorised access.
     + Confidentiality of information is assured.
     + Integrity of information is maintained.
     + Regulatory requirements and legislation are met.
     + ICT systems are used in such a way as to prevent the unauthorised disclosure, destruction or modification of information and the integrity of all systems is maintained.
     + Strict access controls are applied to ensure that information, in whatever form, can only be accessed by those authorised to see it.
     1. During Mobilisation, the GMCA will work with the Service Provider and undertake information security and risk management assurance in line its supplier risk management policy and framework.
     2. Further information can be found at [**Appendix G**](#AA)**.**
  2. **Information and Communication**
     1. The Service Provider shall have a proactive approach to promoting the Services across Greater Manchester, partners and other stakeholders to ensure that the Services are widely known and accessible. Their communication and marketing plan should be designed to generate and respond to dynamic ideas to improve the Services and further opportunities to integrate more effectively with partners over the period of the Contract.
     2. The Service Provider shall align to the Deputy Mayor’s communication strategy promoting Greater Manchester Victim Services and the Greater Manchester Victim Services Website. The Service Provider shall proactively identify opportunities to ensure the Services are as widely accessible as possible, including to those who do not wish to report a crime to the police. This will include messages around Victims’ rights, partner agency responsibilities and criminal justice processes, to help manage expectations, increase confidence to report a Crime to the police and to improve the Victim experience.
     3. The Service Provider shall ensure that the Services are accessible to all Victims and Survivors through a broad range of information and communication channels. Core to this will be the Greater Manchester Victim Service website ([www.gmvictims.org.uk](http://www.gmvictims.org.uk)) hosted by the Deputy Mayor. This website is currently being reviewed, with a new site to be developed. We will expect the Service Provider to contribute to the development of the new website as part of mobilisation of the Services.
     4. The Service Provider shall utilise this website as a platform to provide information, communication channels and resources for Victims of Crime so they can self-serve as necessary. Information and communication should also reflect the diversity within Greater Manchester and accessible to Victims for whom English is not their first language.
     5. All content within the website must be Greater Manchester centric and branded in line with the Greater Manchester Victims Service style guidelines. The Service Provider will also be expected to maintain and develop the content, maintain an up-to-date local service directory of both universal and specialist services and resources within this website throughout the life of the contract. The directory should also complement the GMP Making a Difference Toolkit, which is integrated within GMP systems.
     6. The Service Provider shall also employ other channels of communication including but not limited to email, live chat, SMS and other messaging services, social media platforms and apps.
  3. **Business Continuity**
     1. The Service Provider shall develop and maintain a robust business continuity plan that is effective and dynamic throughout the Contract period and ensure flexibility of the workforce in the event of a business continuity incident.
  4. **Comparison Data** 
     1. The Service Provider must obtain written permission from the Deputy Mayor to share any data or information arising from the delivery of the Services with other police force areas or partner agencies.

**Section Three:**

**Governance and Standards**

* 1. **Mobilisation**
     1. Effective mobilisation of the Services will lay the foundations for the successful transformation of Victim services in Greater Manchester.
     2. The Service Provider shall ensure that it has the dedicated capacity and capability available to support the mobilisation of the Services and is able to work at pace and with a clear methodology that will ensure our Victim services model is implemented and integrated effectively, enabling a seamless transition into the Services.
     3. The Service Provider will develop and provide to the GMCA a mobilisation and transition plan that sets out its approach to the following, where necessary:
        + Clear leadership and accountability throughout mobilisation.
        + Capacity and capability of the Service Providers mobilisation team and their roles and responsibilities.
        + Stakeholder engagement and communication plan for the staff, partners, and other services.
        + Key workstreams and deliverables to help deliver the Services in line with the Specification.
        + Managing the transition of ‘in-service’ Victims.
        + Recruitment and retention strategy.
        + Any equipment and resource planning.
        + Risks management plan.
        + Exit strategy from existing contracting arrangements into mobilisation of this new Contract.
        + Transfer of Undertakings (Protection of Employment) (TUPE), including liabilities under the New Fair Deal legislation.
        + Due diligence approach for the transferring workforce.
        + Transition/induction/training of staff into the Services.
  2. **Format/Length of Contract**
     1. Funding has been provided through the MoJ Victims’ Fund to provide the Services to help Victims cope with and recover from the impact and consequences of Crime. Consequently, the Services must be compliant with the MoJ’s grant conditions, as set out in the Contract.
     2. The Deputy Mayor is offering a 3-year contract beginning in July 2023. The anticipated budget for the Services is up to £1,375,000 in Year 1, rising to £1,400,000 in Year 2 and 3.
     3. The Deputy Mayor will seek to build a strong and effective working relationship with the Service Provider, with shared values and visions regarding the delivery of the Contract. This will constitute a cultural alignment between the Deputy Mayor and the Service Provider.
     4. It is intended that the Contract will be awarded in May 2023 and will involve a period of mobilisation. It is expected that the new service will commence on 1st July 2023.
     5. The Deputy Mayor may offer to extend the Contract for a maximum of two 12 month increments from July 2026.
     6. Any extension will be at the discretion of the Deputy Mayor and with the agreement of the Service Provider. This will be subject to:
     + The funding/cost being acceptable.
     + The satisfactory performance and innovation as agreed by the Deputy Mayor.
     + The Services still being required.
     + Funding still being available.
  3. **Contract Management** 
     1. The Deputy Mayor will manage the Contract in partnership with GMP although the Deputy Mayor retains overall accountability for the management of the Contract.
     2. As partners the Deputy Mayor and GMP will work with the Service Provider during mobilisation to develop a robust outcome and reporting framework.
     3. The Service Provider will be invited to monthly contract management meetings. In preparation for these meetings, the Service Provider will be expected to produce relevant reports in an agreed format, by the date identified by the Deputy Mayor/GMP. The reports will include information on performance and finance, evidence of delivery, multi-agency working and collaboration, outcomes, case studies and a Victim profile.
     4. The Service Provider will keep a risk register for all risk factors relating to the Contract, which will be shared as part of the contract management.
     5. The Service Provider is expected to be open and transparent in all areas of delivery of the Contract and provide early warnings with an accompanying action plan for any areas of risk or under-performance, detailed in an assurance framework.
     6. The Service Provider will be required to nominate a representative to join the relevant strategic governance boards which are designed to oversee the delivery of Victims’ services across multiple agencies and to make sure Victims’ needs are represented across the whole criminal justice process.
  4. **Outcome and Performance Monitoring**
     1. The Service Provider is required to provide monthly performance data, information and insights that can evidence the achievement of the agreed outcomes. [**Appendix H**](#AA) provides examples of performance indicators that may be agreed, during mobilisation, as a set of quantitative indicators and incorporated into a Monthly Service Performance Report.
     2. Collaboration and partnership working will be a key aspect of the contract management arrangements and the Service Provider will be expected to demonstrate positive outcomes for Victims that have derived as a direct consequence of such multi-agency working.
     3. The Service Provider will also be expected to report monthly on performance and outcomes, both quantitative and qualitative, specifically in respect of support provided in DA and SV cases. This would be required at a district and Greater Manchester level where this information should be presented to the relevant DA or Rape and Serious Sexual Offences (RASSO) Partnership Boards in a format agreed with the relevant boards.
     4. The Deputy Mayor is keen to understand the impact the Services have had on Victims and the ‘distance travelled’, to help them cope and recover from the impact of Crime (as outlined earlier within this Specification). The Service Provider should have processes in place to capture this information on both a free found basis, where Victims choose to provide this information without prompting, and a focused approach, where responses are actively sought from Victims.
     5. This approach should also be adopted in respect of reporting on service quality and the experience of the Victim. This should be centred around the six stages of support provision:
        + Referral.
        + Contact and Engagement.
        + Assessment of Needs.
        + Support.
        + Onward Referral/Multi-agency Support.
        + Closure.
     6. The Monthly Service Performance Report should be delivered in a format that is clear and user friendly. The content should include meaningful and relevant insights on the inputs, outputs and outcomes delivered by the Service for Victims. It should demonstrate the key elements of continuous improvement which may include value added, tactical or strategic insights or observations from service users and other related partners/stakeholders, which the parties may then agree to use to improve efficacy and quality of delivery of the Services going forward.

**Section Four:**

**Appendices**

**Appendix A – The Greater Manchester Context**

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**Appendix B – Minimum Service Requirements**

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**Appendix C - Legal and Guidance Framework and MoJ Grant Conditions**

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**Appendix D – Demand Insights**

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**Appendix E - Referral and Case Data**

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**Appendix F – Automated Data Transfer File**

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**Appendix G - Supplier Management Framework**

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**Appendix H - Performance Indicators**

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