

**THE OFFICE OF POLICE AND CRIME COMMISSIONER
FOR DERBYSHIRE
DECISION RECORD**

Request for PCC Decision	Received in OPCC Date: 18 July 2014	OPCC Ref: 36/14
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Title: COPE AND RECOVER : TRANSFORMING SERVICES FOR VICTIMS OF CRIME IN DERBYSHIRE

Executive Summary: To be completed by PCC Specialist lead

Commissioners are in the process of taking over responsibility for commissioning the majority of local support services for victims of crime, and must ensure that people who've been victims of crime get the support they need to cope with the immediate impact and to recover from the harm they've experienced. Support will be tailored according to local need but will be targeted at those who've suffered the greatest impact, including victims of serious crime, those who are persistently targeted, and the most vulnerable. From 1 October, 2014, the responsibility for commissioning services for victims will be transferred from the Ministry of Justice (MoJ) to the Commissioner as Derbyshire is an 'Early Adopter'. By 1 April 2015 all Commissioners will be locally arranging delivery of support to help victims of crime (both victims who report to the police or who self-refer) cope and recover. The full commissioning strategy to deliver services to victims of crime in Derbyshire was attached to the report at Appendix A.

The commissioning strategy outlined the options available to the Commissioner for the delivery of this currently unique service. Of particular note is the lack of providers, as evidenced by the paucity of bidders in recent open tenders across the country, which shows the immature market. Therefore the most pragmatic solution to secure the uninterrupted delivery of support to victims of crime in Derbyshire is to recommend a single tender waiver for as short a period of time as possible that will still give sufficient time for market development ahead of an open tender process in late 2015 for April 2016. Furthermore, Commissioner requires close working with the

intended provider to deliver the level and quality of service that will be required under the new Derbyshire specification and contract.

Decision

Resolved that

- i. The single tender waiver under Section 7 (d) (iii) and 7 (e) of the Derbyshire Financial Handbook Appendix to award a contract for Victim Support delivery services from 1 October 2014 to 31 March 2016, subject to the provider agreeing the Commissioner's specification and accepting immediate service improvements and ways of working that contribute towards delivery of the specification and the VCOP at an initial cost no greater than the current service be approved.
- ii. To work toward an open tender exercise for April 16 where, in the meantime, market development, learning and shaping that delivery can increase the chances of open competition to secure a service that will meet the VCOP, the specification and fit within the local context.
- iii. To work towards agreeing a specification and delivery model with partners for an IT case management system.

Declaration

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

None

The above request has my approval.

Signature

ALAN CHARLES

Date 28 JULY 2014

PUBLICATION SCHEME CONSIDERATIONS

Is the related Section B report to be published **Yes**

If no, please indicate relevant exemption

Is the publication of this approval to be deferred **No**

If Yes, provide reasons below

Date to be deferred to –

NB Statutory Instrument 2011/3050 (as amended by SI 2012/2479) states that: *all decisions made by a PCC are in the types of information that must “be published as soon as practicable after it becomes available to the elected local policing body”.*

OFFICER APPROVAL

Chief Executive or Nominee:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report.

I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner

Name HELEN BOFFY

Date 28 JULY 2014

STRATEGIC GOVERNANCE BOARD
28 JULY 2014
REPORT OF THE TREASURER

**8B: COPE AND RECOVER: TRANSFORMING SERVICES FOR VICTIMS OF
CRIME IN DERBYSHIRE**

1. PURPOSE OF THE REPORT

- 1.1 To present for the Commissioner's consideration the strategy and options for commissioning services from 1 October 2014 to help victims of crime in Derbyshire, who are not covered by national initiatives, to cope and recover.
- 1.2 To seek support and comments on the draft strategy for partner organisations in supporting victims of crime to achieve a single vision.

2. BACKGROUND

- 2.1 Over the last year, the role of the Police and Crime Commissioner (the Commissioner) has been changing where new powers and responsibilities enable the Commissioner to commission services to support victims of crime to cope and recover and to secure Restorative Justice (RJ) outcomes.
- 2.2 From 1st October 2014, responsibility for commissioning services for victims will be transferred from the Ministry of Justice (MoJ) to the Commissioner and Derbyshire is an 'Early Adopter'. Early adopters have chosen not to ask the MoJ to manage the service, currently provided by Victim Support, for 6 months on their behalf.
- 2.3 By 1st April 2015 all PCC's will be arranging the delivery of the victim support service themselves either by contracting/granting with a third party provider or delivering the service in-house or with their local constabulary.
- 2.4 This report covers the victim support cope and recover element of the service.

3. INFORMATION AND ANALYSIS

- 3.1 A full Commissioning Strategy to deliver services to those victims of crime not covered by national services has been developed and a copy is attached at APPENDIX A to this report.
- 3.2 The envisaged outcomes from the draft strategy are summarised below.
- Delivery on the requirements within the Victim's Code of Practice (VCOP)
 - A strengthened commissioning partnership to jointly provide enhanced level services and a shared case management and referral system
 - Minimum quality indicators, (to raise the bar) with providers fit for purpose from April 2015
 - A referral system that ensures a victim is signposted to the right service
 - A case management system with a named contact for non-reported/reported crime with multiagency access with the ability to share information between all agencies
 - Risk assessment and failsafe mechanisms within the system
 - Recording and reporting of data using Minimum Data Set to inform performance and activity analysis
 - Seamless coordination of services, with continuity and consistency of response to all victims within Derbyshire
- 3.3 Several service components are envisaged to create a single delivery system and to ensure the providers commissioned meet the needs of victims and fit with the overall strategy of Derbyshire. They are:
- General support service (to be PCC Commissioned)
 - Enhanced level support for victims (multi-agency commissioned services where contracts may already exist)
 - Restorative Justice services (to be PCC Commissioned)
 - IT case management and referral service (potentially as a multi-agency commissioned service)
- 3.4 **Enhanced service** pathways are being designed to support a single journey for victims, regardless of level of need or risk, where people are assessed

once, allocated a single case worker and do not fall between services. Specialist expertise and knowledge can be accessed from the first point of entry. Standards and quality indicators are being jointly defined as benchmarks and to provide consistency. Capacity and demand is being understood so that capacity and delivery design can be aligned to meet the shift of activity from general to enhanced support as a result of this model.

Multiagency case management, eg MARAC for Domestic Violence, is an essential requirement of any service for victims of specialist and serious crimes and an IT based solution is being explored that would facilitate this for all victims of crime as described in the VCOP, where ongoing risk management and support is needed.

Services are to be commissioned locally and it is the Commissioner's intention to work in partnership with local commissioners from councils, NHS England and the Constabulary to build on existing good practice, ensure those services can meet the capacity and demand, and that consistent quality standards, outcomes and value for money are assured.

- 3.5 **General Services:** Collectively, low level and medium level crimes and incidents are resolved at a local level, using local level intelligence and deployment of resources. Following a robust local consultation process which informed the Commissioner a specification will be completed. This will include the potential for the procurement in the IT referral and case management system to be included.

4. **THE PROPOSED STRATEGY**

- 4.1 At the present time the market for this type of service is extremely limited; this is evidenced by the results of other Commissioners who have asked for tenders and only receiving one bid. The only provider at the present time is Victim Support, a registered charity which delivers the current service under grant from the Ministry of Justice. We are advised that there are no other IL3 accredited providers at present.

4.2 It is recommended that the Commissioner approves a single tender waiver and awards a contract to Victim Support for a period of 18 months from 1 October 2014 under a negotiated contract. It is anticipated that the costs will be no more than current through the MOJ contract.

4.3 This proposal is for the following reasons

- Whilst there is no market for this service at present , there may be in 18 months
- Supporting victims is a new service for the OPCC. It is sensible and pragmatic to mitigate the risk of service failure to continue with the current provider for a short term
- To understand the potential of available options for development
- To develop the Commissioner's vision of an enhanced and streamlined support for victims in Derbyshire
- Legal advice has confirmed that this contract would not breach State Aid rules as Victim Support currently operate a non-economic service of general interest being the provision of social services relating to ...support of families and persons permanently or temporarily in need.
- The grounds for an invitation of a single tender/quotation are detailed at section 7 of Appendix A to the Derbyshire Financial Handbook where;

7.d) there is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience, where a change of contractor/ supplier would cause:-

- i. disproportionate technical difficulties;*
- ii. diseconomies, or;*
- iii. **significant disruption to operational requirements.***

*7.e) **there are other reasons why there would be no genuine competition.***

4.4 It is intended that a full open tender exercise will be carried out for services from 1st April 2016.

5. FUNDING

5.1 The funding will be by means of a new grant from the MOJ for Restorative Justice and Victim services; this falls into two categories: capacity building (covering 2013/14 and 2014/15) and ongoing service grant (from October 2014). The new contract for general services will utilise part of the service grant. Other service grant funding will be used to support specialist service providers working to support victims of domestic violence, sexual violence, hate crime or to deliver restorative justice services.

5.2 The MOJ provided some capacity building funding for working with the voluntary sector, further supported by workshops delivered by the MoJ. Capacity building funding is available until the end of March 2015. Service funding for support to victims of crime, for RJ and sexual/domestic violence has been provided for 6 months of service costs in 2014/15 and a full year in 2015/16

6. RECOMMENDATIONS

- i. To approve a single tender waiver under Section 7 (d) (iii) and 7(e) of the Derbyshire Financial Handbook Appendix to award a contract for Victim Support delivery services from 1st October 2014 to 31st March 2016, subject to the provider agreeing the Commissioner's specification and accepting immediate service improvements and ways of working that contribute towards delivery of the specification and the VCOP at an initial cost no greater than the current service.
- ii. Work towards an open tender exercise for April 16 where in the meantime, market development, learning and shaping that delivery can increase the chances of open competition to secure a service that will meet the VCOP, the specification and fit within the local context.
- iii. Work towards agreeing a specification and delivery model with partners to for an IT case management system.

7. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime & Disorder	X		
Environmental	X		
Equality & Diversity	X		
Financial	X		
Health & Safety	X		
Human Rights	X		
Legal	X		
Personnel	X		

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BACKGROUND PAPERS

ATTACHMENTS

Appendix A. Cope and Recover: Transforming services for Victims of Crime in Derbyshire

Purpose

This paper outlines the Police and Crime Commissioner’s (PCC) approach to commissioning right services in the right place to support individual victims, communities and localities to prevent crime, cope with the consequences and recover from the impact of that crime. The approach and model described has emerged from consultation and engagement events, a needs analysis and strategic service reviews. The overarching objectives are:

- To deliver the Code of Practice for Victims (2013)¹
- To strengthen access, coordination and integration of services through partnership of local organisations
- To increase public sense of confidence and safety in their communities
- To strengthen the quality and access to support services which translates to positive victim satisfaction
- To ensure Value for Money

National Context

Following a Government consultation in 2012², which established the commitment of Government to improve the experience of victims and witnesses, the Ministry of Justice (MoJ) published the Code of Practice for Victims of crime (VCOP) outlining the roles and responsibilities of organisations to meet the rights of victims and witnesses of crime, and these include Police, Crown Prosecution Service, Her Majesty’s Courts and Tribunals Services, Prison Service, Youth Offending Teams, and the PCC as examples, (see page 2 of VCOP).

In addition, MoJ published a commissioning framework³, to aid PCCs and this reinforces the expectation of commissioning for best value, best outcomes based on evidenced based interventions, feedback from people using and delivering those services, and good evaluation & research to inform solutions and innovation.

As outlined in the VCOP, services must target:

- Victims of serious of crime – murder, manslaughter, rape, sexual violence, terrorism, GBH
- Those most persistently targeted – not necessarily a serious crime
- The most vulnerable and intimidated – alone, isolated, need assistance to engage with services, age, health

Whose needs are likely to be:

■ Mental and physical health	■ Social interactions
■ Shelter and accommodation	■ Outlook and attitudes
■ Family friends and children	■ Finance and benefits
■ Education, skills and employment	■ Drugs and alcohol

Derbyshire Police and Crime Commissioner

Over the last year, the role of Police and Crime Commissioners (PCC) has been changing where new powers and responsibilities enable the PCC to commission services for Victims and Witnesses (V&W) and Restorative Justice (RJ).

¹ Ministry of Justice (October 2013) Code of Practice for Victims of Crime

² Ministry of Justice (2012) Getting it Right for Victims and Witnesses

³ Ministry of Justice (May 2013) Victims Services Commissioning Framework

From 1st October 2014, responsibility for commissioning services for victims will be transferred from the Ministry of Justice (MoJ) to the PCC where Derbyshire is an 'Early Adopter'. By 31st March 2015 this will be the case for all PCC's. There is already strong partnership working and commitment across Derbyshire to make Derbyshire safer and this has been the underpinning principle of this work. However, there is agreement the partnership could strengthen its collective focus on delivering the Code of Practice for Victims and local priorities during 2014/5.

Current Provision in Derbyshire:

The MoJ will retain responsibility for those services best delivered nationally: i.e. Homicide Services, Rape (through Rape Support Centres), Court based Witness care, and Trafficking.

Enhanced services such as Domestic violence, Sexual Assault & Rape, and Hate Crimes, including services for children, are delivered in Derbyshire by local and national statutory and Voluntary Sector organisations through contracts and grants by key commissioners, e.g. Councils, PCC, Constabulary, and health organisations.

General services are provided by district Community Safety Partnerships, (CSP's), Victim Support and other voluntary sector providers who deliver a local community based service in partnership with Safer Neighbourhood Teams, Police Community Support Officers, Neighbourhood Watch and Housing Associations. A recent review of CSP Funding showed the greatest need was for flexibility to respond to local crime such as acquisitive crime and specific local priorities such as substance misuse, emerging communities, domestic violence and anti -social behaviour.

The strategy for Derbyshire

The Police and Crime Plan for 2013-2017

The Commissioner's Police and Crime Plan is also designed to meet the needs of victims in terms of:

- Supporting victims to 'cope and recover' from the impact of the crime on their lives
- Preventing repeat victimisation (use of technology, practice protocols, Restorative justice)
- Protecting victims from further harm (timely access to services, safeguarding ethos)
- Working in partnership across Derbyshire to integrate, coordinate and improve services year on year
- Being open and accountable to victims and witnesses, seeking out and acting on their feedback and views.

Enhanced services

Enhanced pathways are being designed to support a single journey for victims, regardless of level of need or risk, where people are assessed once, allocated a single case worker, do not fall between services and specialist expertise and knowledge can be accessed from the first point of entry. *Standards and quality* indicators are being defined as benchmarks and to provide consistency. *Capacity and demand* is being understood so that capacity and delivery design can be aligned to meet the shift of activity from general to enhanced support as a result of this model.

Multiagency case management, e.g. MARAC for Domestic Violence, is an essential requirement of any service for victims of specialist and serious crimes and an IT based solution is being explored that would facilitate this for all victims of crime as described in the VCOP, where ongoing risk management and support is needed.

Services are commissioned locally and it is the PCCs intention to work in partnership with local commissioners from councils, NHSE and the constabulary to build on existing good practice, ensure those services can meet the capacity and demand, and that consistent quality standards, outcomes and value for money are assured.

General Services

Collectively, low level and medium level crimes and incidents are resolved at a local level, using local level intelligence and deployment of resources. Following a robust local consultation process which informed the PCC a specification will be completed. This will take account of the IT requirement, interoperability and case management system procurement as part of an integrated system of services to support victims of crime.

Outcomes of the plan

- A strong commissioning partnership to share financial and service risk whoever is the primary commissioner
- Minimum quality indicators, (to raise the bar) with providers fit for purpose from April 2015
- A referral system that ensures a victim is signposted to the right service
- A multiagency case management system with a named contact for non-reported/reported crime with multiagency access with the ability to share information between all agencies
- Risk assessment and failsafe mechanisms within the system
- Recording and reporting of data using Minimum Data Set to inform performance and activity analysis
- Seamless coordination of services, with continuity and consistency of response to all victims within Derbyshire

The model

RESTRICTED – MODEL FOR COMMISSIONING VICTIMS SERVICES, 7TH APRIL 2014



Commissioning Mechanisms

- Direct commissioning through open tender
- Co-commissioning with partners
- Retain/vary existing model through single tender waivers

Consultation and Delivery

Several service components are needed to create a single delivery system and will be specified to ensure the providers commissioned meet the needs of victims and fit with the overall strategy of Derbyshire. They are:

- General support service (to be PCC Commissioned)
- IT case management and referral service (Potentially as a multi-agency commissioned service)
- Enhanced level support for victims (a multi-agency commissioned service where some contracts already exist)
- Restorative Justice services (to be PCC Commissioned)

The model and a draft service specification for general services have been informed through a series of engagement events and focus groups. The PCC, Derbyshire Constabulary, Councils and local/regional Voluntary Sector organisations also jointly reviewed local needs, resources, and outcomes to agree a model of delivery, and options for co commissioning specialist services.

Further work on the ‘Victims Journey ‘ of specific crimes, Hate Crime, Domestic Abuse, Sexual Assault & Rape and Anti social Behaviour, was also completed to identify service gaps and further inform the General Support service specifications and options to deliver them. As a result the PCC as a commissioning partner, will jointly commission those services, using a pathway approach to build on existing services and current commissioning arrangements.

Delivery will be overseen, reviewed and supported through joint strategy and planning forums and more specific commissioning groups. In addition, a range of existing victim reference group will be consulted to add a stronger public voice to the work of the PCC and his partners.

Delivery

A Derbyshire wide multiagency planning sub group of the Criminal Justice Efficiency Group has been established for victims and witnesses. The purpose is to jointly comply and deliver the Victims Code (2013). This group will identify gaps and operational issues in the journey of victims and witnesses and agree local solutions. Partnerships such as the Health and Wellbeing Board, Strategic Planning Groups and the Community Safety networks provide the infrastructure for local providers to deliver those services with PCC representation.

Funding:

The funding for Restorative Justice and Victim & Witness services is as detailed below. The funding for 2013/14 was for capacity building only within the voluntary sector service, further supported by workshops delivered by the MoJ.

Income 2013/14		Income 2014/15		Income 2015/16	
£376,588	Capacity fund	£434,000	From Oct 2014 Inc. RJ	£1,099,000	Includes RJ

Spend for 2013/14

Of the PCC funding (£2,457,000)

- 28% is used for Prevention, awareness raising/ information/ education
- 14% on victims and witness support services (with an additional £317,000 from MoJ)

- 38% on perpetrators
- 20% on reactive and contingency issues

A recent review of Community Safety Partnership Funding across the county district councils demonstrated that the greatest need was for flexibility to respond to local crime such as acquisitive crime, and local priorities such as substance misuse, emerging communities, domestic violence and anti-social behaviour.

Commissioning options

Ref		Pros/Benefits	Cons and risks
1	Single Tender Waiver of the existing general service provider From October 1 st 2014 to April 2015 Half year VS grant from MoJ is £317,000 /£160,000 (PCC) (Grant agreement to be negotiated between PCC and VS).	Provides service continuity, an 'as is' position Gives more time for PCC to develop local markets for services to deliver the model and specification from April 2015 Can be achieved within the time scales Affordable Provides opportunity to shape existing provision to meet local needs Is a known provider networked with other local services	Current service not meeting needs of victims No IT based multiagency case management Does not currently deliver the model or specification agreed Data and reporting not adequate so value not being demonstrated
2	Single Tender Waiver of existing IT referral and first response provider from 1 st October 2014 to April 2015	As above - Plus Maintains one IT and service provider as currently delivered Is a known and networked provider	Does not respond to victims who do not report crime Data and performance reporting is not adequate IT based Multiagency case management not available with no potential for the future Data shows attrition in numbers between police data transfer and number receiving first response
3	Open procurement of General Service provider from April 2015	Service procured that meets the outcomes of the specification and model agreed Provides access for those reporting and not reporting crime to police Data and performance reports can be defined and delivered Costs and activity are clear Potentially develops the local market VCOP being met	No alternative viable providers in the market Could be Interoperability issues with existing provider systems Could be different IT and service providers Meeting IT security and governance policy
4	Open Procurement of IT referral and Multiagency case management from April 2015	Provider with the ability to meet the specification, refer and deliver multiagency case manage effectively Performance and reporting data available Fair and transparent process	No viable providers in the market Could be Interoperability issues with existing provider systems Could be different IT and service providers Meeting IT security and governance policy
5	Joint commissioning/single	Will deliver what is currently being	Minimal time to complete the work

	tender waiver of existing IT referral and case management – ECINs ready from April 2015	<p>provided – therefore no change or risk to services</p> <p>Potential to shift first response into IT provider as automatic response to victims – more cost effective and efficient in time and response time</p> <p>Already providing services for victims of ASB for Derbyshire Constabulary and Councils</p> <p>Bespoke service can be built/co-produced and therefore interoperable and IT governance compliant</p> <p>Longer term will deliver the vision for multiagency management of victims, meeting the VCOP</p> <p>Value for money(NFP organisation)</p> <p>Potential to be part of a regional/national take up of ECINs</p> <p>Independent data review of people referred and people receiving service and outcomes achieved</p>	<p>Not tried and tested for capacity of victims services (though is for ASB)</p> <p>Additional capacity required to co produce</p> <p>Training needed for those using the service and also of the service provider</p> <p>Separate IT and service providers</p>
6	Open Procurement of General Service and IT referral and Multiagency case management system from April 2015	<p>Single provider and data manager to view the whole journey from referral to exit</p> <p>Single contract to manage within the PCC</p> <p>Transparent and fair process</p>	<p>No or Limited number of providers can do both, based on current experience of other PCCs</p> <p>Cannot jointly commission IT multiagency system</p> <p>Limited ownership to use another IT system if not commissioned by that organisation</p>
7	Single Tender Waiver of the existing general service provider up to April 2016	<p>Provides service continuity, an ‘as is’ position</p> <p>Gives more time for PCC to develop local markets for services to deliver the model and specification from April 2016</p> <p>Can be achieved within the time scales</p> <p>Provides opportunity to shape existing provision to meet local needs</p> <p>Is a known provider networked with other local services</p>	<p>Does not provide any improvements to the current system</p> <p>Affordability not known</p> <p>Provider willingness to separate IT and delivery service</p> <p>Current service not meeting needs of victims</p> <p>No IT case management</p> <p>Does not currently deliver the model or specification agreed</p> <p>Data and reporting not adequate</p>
8	Single Tender Waiver of existing VS IT referral and first response provider up to April 2016	<p>As above - Plus</p> <p>Maintains one IT and service provider as currently delivered</p> <p>Is a known and networked provider</p>	<p>Limited number of self referrals</p> <p>Affordability not known</p> <p>Data and performance reporting is not adequate</p> <p>Multiagency case management not available with no potential for the future</p> <p>Data shows attrition in numbers between police data transfer and number receiving first response</p>
9	Open procurement of General	Time to understand the solutions more	No current alternative viable providers

	Service provider from April 2016	thoroughly and learn from other PCC experiences Time to develop alternative provision and shape the market before April 16 Joint regional options may become more apparent Provider that can deliver the specification and the model	in the market Could be Interoperability issues with existing provider systems Could be different IT and service providers Meeting IT security and governance policy
10	Open Procurement of IT referral and first response from April 2016	Time to develop alternative provision and shape the market before April 16 Improved ability to procure a provider with the ability to meet the specification, refer and deliver multiagency case manage effectively Performance and reporting data available Fair and transparent process More time to address any Interoperability risks More time for IT Governance and security issues addressed	No viable providers in the market Could be Interoperability issues with existing provider systems Could be different IT and service providers Meeting IT security and governance policy
11	Or Joint commissioning of existing ECINs IT referral and case management from April 16	Ownership and partnership working around making the system work effectively Time to create the governance, protocols and operating framework for case management Shared financial risk/VFM Commissioning a dynamic organisation where new ideas are shared across the whole system	Not tried and tested for capacity of victims services (though is for ASB) Additional capacity required to co produce Training needed for those using the service and also of the service provider Separate IT and service providers (could be a benefit)
12	Open Procurement of General Service and IT referral and first response from April 2016	Time to develop alternative provision and shape the market before April 16 Improved ability to procure a provider with the ability to meet the specification, refer and deliver multiagency case manage effectively Performance and reporting data available Fair and transparent process More time to address any Interoperability risks More time for IT Governance and security issues addressed Single provider and data manager to view the whole journey from referral to exit Single contract to manage within the PCC Transparent and fair process	No or Limited number of providers can do both Cannot jointly commission IT multiagency system Limited ownership to use another IT system if not commissioned by that organisation Could be Interoperability issues with existing provider systems Could be different IT and service providers Meeting IT security and governance policy of a new provider New provider would not be tried and tested Limited time to mitigate risks of new provider *(if contracted from Jan 2016 for operation from 1 st April 16)