



**To:** Business Co-ordination Board

**From:** Chief Constable and Chief Executive

**Date:** 27<sup>th</sup> October 2015

**SERVICE SPECIFICATION AND OUTCOME MEASURES FOR THE CAMBRIDGESHIRE VICTIMS' HUB.**

**1 Purpose**

- 1.1 The purpose of this report is to update the Business Co-ordination Board ("the Board") with regards to the Office of the Police and Crime Commissioner's ("the Commissioner") commissioning of a Victims' Hub (Hub) Service from Cambridgeshire Constabulary ("the Constabulary") by agreeing a service specification, outcome measures and incorporating these into a revised grant agreement for 2015/16.
- 1.2 To update the Board and seek agreement on the proposed future developments to the Victims' Hub service provision.

**2 Recommendations**

- 2.1 The Constabulary and Commissioner to sign off the Victims' Hub Service Specification, see Appendix A, or identify and agree any changes needed to enable it to be signed.
- 2.2 Agree the future developments proposed for the Victims' Hub service.

**3 Background**

- 3.1 The Government is revising the Code of Practice for Victims 2013 (Victim's Code) to incorporate the requirements of the EU Directive 1012/29/EU, which establishes minimum standards for victims of crime. This will be implemented as law by the 16<sup>th</sup> November 2015. National consultation was undertaken to help inform the process to which the OPCC and constabulary contributed. The Victims' Hub is reviewing its service to ensure it complies with any revisions to the Victim's Code.
- 3.2 The 1st October 2015 marked the first year for the provision of support to victims in Cambridgeshire by the Victims' Hub. During this time the Hub service has continued to evolve

to improve the emotional and practical support being offered to victims to help them cope and recover from the impact of their crime.

#### **4 Victims' Hub- Service Specification**

- 4.1 The service specification produced at Appendix A captures the service currently being provided by the Victims' Hub. The specification also emphasises links to the relevant sections of the Victim's Code and the Inter-agency Victim's Strategy. This specification does not at any time prevent reviews and amendments being made to reflect future required changes.
- 4.2 The specification recognises that operational support from the Constabulary is required to enable the Hub to deliver a needs based service to victims of crime. It describes a process that is embedded and has worked well for the last year with minimal impact on the Constabulary. This includes the necessity for an Initial Victim Needs Assessment by Constabulary staff who raise a crime to identify victims entitled to an enhanced service under the Victim's Code and referral to the Victims' Hub of those victims who need support. The specification also covers the close working relationship required between Public Protection Department (PPD) staff and the Hub to ensure that there is consistent assessment of victims' needs and that responsibility for the provision of any emotional and practical support can be safely transferred both ways. This is covered in a protocol agreed between PPD and the Hub.
- 4.3 The specification will help ensure that the key elements of the Victims' Hub service are retained through the business change processes outlined at 8.1.

#### **5 Victims' Hub Community Support Volunteers**

- 5.1 The Hub currently has 17 Community Support Volunteers who have been recruited, trained and accredited to provide face to face support to victims of crime in Cambridgeshire. They work directly with Victim Care Co-ordinators (VCCs) in the Hub.
- 5.2 The Victim's Hub's 17 Community Support Volunteers started in April 2015. This required two rounds of recruitment, training and accreditation, with the last intake only recently becoming available for deployment. Consequently we have not had a period of time when they have all been operating. Despite this 118 victims have received face to face support in the first six months which is an improvement on the service prior to the Hub when only 141 victims received face to face support over a 12 month period. The Hub has already received a number of positive comments from victims regarding the benefit of the emotional and practical support they have had from the Hub volunteers.
- 5.3 Volunteers have been provided with a laptop and mobile. This enables the secure transfer of victim data for a referral to the volunteer from the Hub, providing access to the latest details from the VCC. This is essential to enable the support to be seamless and coordinated, whilst enabling timely updates to be added directly by the volunteer following a visit. The phone and laptop represent the only capital costs for the volunteers. The money returned by Victim Support as underspend will be used to purchase the additional laptops and phones as required
- 5.4 The revenue cost for the volunteers include mainly mileage and a small amount of justifiable expenses claims. There will also be a small cost for ongoing recruitment and training of volunteers, which is likely to involve one event a year. It is difficult to predict the cost as the

service has not been running long enough to established detailed figures. However, it is recommended that a figure of £6000 is identified to meet the volunteer costs. This was not included in the budget for 2015/2016. It should be noted that this represents good value for money when compared to the cost of £72,000 charged by Victim Support for a similar service for six months.

## 6 Hub Performance

- 6.1 A small working group chaired by the Head of the Victim's Hub with representation from ICT, Corporate Performance Department and a Victim Care Co-ordinator have met to identify the changes needed to the Hub case management system so it can more accurately reflect the business of the Hub. Changes have been agreed and are being implemented, including links to CORA, the force performance information system. This will mean that the data collected will be accessible to the Office of the PCC (OPCC), the Force Performance Group, and to analysts in the Corporate Performance Department. Work is still in progress to co-ordinate the various strands of performance measurement into a single coherent performance framework.
- 6.2 The following figures represents the service for the year based on numbers collected from the Hub's case management system. Because of database issues and service development over the early months the figures provided here have been obtained by doubling the last six months figures to represent a year's performance to more accurately reflect the levels of service going forward.
- 6.3 **In 12 months the Victims' Hub has contacted just under 40,000 victims of crime in Cambridgeshire.** These are broken down at 6.4.
- 6.4 **8668** victims were identified as needing support through an initial needs assessment. This represents around **20%** of Victim Based Crime for the period
- 2301** victims of specialist crime were supported by the Public Protection Department and partner agencies and did not require Hub support
- 6367** victims are **to be contacted by the Hub**
- 1342** victims could not be contacted (VCCs try three times on different days). Letters are sent to them.
- 4946** victims **contacted and spoken to about the support available to them** of which-  
**2088** declined the support offered  
**2858** received emotional and practical support
- 33,496** letters have been sent to victims who did not appear to have need the services of the Hub, which outlines the support available to them and invites them to contact the Hub at any time in the future to discuss the help they need to cope and recover from the impact of their crime.
- 6.5 Qualitative feedback from victims, probably the most relevant measure of an effective victim service, is obtained in two ways. The Constabulary's Victim Satisfaction Survey (VSAT) of over 150 (non-vulnerable) victims a month. This survey now includes additional questions unique to Cambridgeshire to obtain a more detailed view from the victim on the support they have

received. This provides data for the Corporate Performance Department to facilitate the analysis and the production of performance reviews. This work also allows the Hub the opportunity for service recovery by following up any victim surveyed who expresses the view that their needs were not met.

- 6.6 The second means of feedback is via an online User Survey which a victim can access through the website and answer questions about the service they have received.
- 6.7 The Head of the Victims' Hub is currently working with 'Compares Police and Crime Commissioners' (CoPaCC) and the Institute for Public Safety, Crime and Justice, at Northampton University on the development of a Victim and Witness Quality Mark. Avon and Somerset, Hertfordshire, Northamptonshire, Warwickshire and Victim Support are also represented in this work. The benefit to the Hub will be a better understanding of the detail needed to evidence a good service. This will help support the development of the Hub performance framework but does not commit the Hub to achieving a quality mark. Contributing to this work will give the Hub access to academic work being conducted by the Institute on improving services to victims and witnesses, and the opportunity to share ideas and experience with victim services in other areas.
- 6.8 Another measurement of performance currently being investigated is the rate of cracked (fail to proceed at court) trials due to victim and witness issues. This occurs in around 20% of Crown Court cases. It is reasonable to expect that the investment in time and support for victims should make them more confident to support a prosecution by giving evidence in court and therefore reduce the number of cracked trials.

## **7 Finance**

- 7.1 A budget of £446,682 has been provided to the constabulary to run the Victims' Hub for 2015/16. Increasing the efficiency and reducing costs whilst maintaining the levels of service required by the strategy and the service specification continues to be a priority. It is therefore anticipated that this service can be delivered during 2016/17 within the existing funding envelope of £446,682. The additional £6000 cost of the Hub's Community Support Volunteers mentioned at 5.4 above could be covered within this budget.

## **8 Future development**

- 8.1 The change project to improve the service to victims and witnesses by merging the Victims' Hub and the Witness Care Unit, approved at the last BCB meeting, has commenced and is at the process mapping and scoping stage. The full business case will go to the Force Executive Board FEB in November for implementation to be approved. Staff consultation will commence in January with the delivery of an improved single service in April 2016.
- 8.2 Victims of ASB are not currently supported by the Hub, unless there is an associated crime, as this was not included in the Ministry of Justice funding to the PCC. However, it has been agreed that the Hub will extend its support to include vulnerable victims of ASB. This has been delayed due to the work required by ICT to enable referrals to the Hub, and the imminent arrival of Athena which would make this work unnecessary. This will now be prioritised, following the Athena start date being moved to autumn 2016, so that support can be offered to vulnerable ASB victims by December 2015.
- 8.3 The Hub staff also play an integral part within the referral pathway for restorative justice. All Hub staff have received training in RJ awareness which they use in their contact with victims

to help the victim make an informed choice about whether they wish to be involved in an RJ conference. A number of referrals to the RJ Coordinator have been made via the Hub. Training in RJ awareness has also been provided to the Community Support Volunteers.

- 8.4 The Victims’ Hub has an online presence through the Cambridgeshire Constabulary website. The pages provide details of the Hub service and a directory of all victim support services available in the county. This enables to access support even if they don’t want to report their crime to the police. However there is a need to create a more victim focussed portal to access the Hub. This needs to form part of Victims’ Hub/Witness Care change project for the website to reflect the improved service for victims and witnesses.
- 8.5 There are no gaps currently identified in the support of victims by the Hub.

**9 Governance**

- 9.1 Day to day operational effectiveness and scrutiny is delivered through the Investigations Directorate, via the Crime and Operational Policing Senior Management Team.
- 9.2 Strategic scrutiny of the service is through the Victims and Witnesses Sub-Group reporting to the Cambridgeshire Criminal Justice Board (CCJB) which ensures a consistent focus on achieving the Strategic Vision of Support for Victims in Cambridgeshire (inter-agency victim strategy)
- 9.3 The Business Coordination Board (BCB) is used by the PCC to hold the Chief Constable to account for the service delivered by the Hub.

**10 Recommendations**

- 10.1 Constabulary and Commissioner to sign off the Victims’ Hub Service Specification, see Appendix A, or identify and agree any changes needed to enable it to be signed.
- 10.2 Agree the future developments proposed for the Victims’ Hub service.

**BIBLIOGRAPHY**

<b>Source Documents</b>	
<b>Contact Officer</b>	Steve Welby, Head of Victims Hub and Care Development



## Appendix A

### SERVICE SPECIFICATION FOR VICTIMS' HUB

#### 1. Aims and Objectives of Service "Victims' Hub"

The Victims' Hub will co-ordinate the provision of emotional and practical support to victims of crime who live in Cambridgeshire to help them cope with the immediate impacts of crime and, as far as possible, recover from the harm they have experienced.

This will include the referral of victims, where a need is identified to a suitable victim support service and the provision of such support by staff within the service.

Systems and processes in place by which victims who report crime in a PCC area but who reside in a different PCC area can have their personal data transferred to the support arrangements in place in their area of residence to enable emotional and practical support to be offered

The Victims' Hub service will be:

- free of charge
- easily accessible through a freephone number and email address
- confidential;
- non-discriminatory (including being available to all regardless of residence status, nationality or citizenship)
- provide support to victims, where possible, in their first language
- available whether or not a crime has been reported to the police
- available before, during and for an appropriate time after any investigation or criminal proceedings
- widely publicised in a variety of media and locations – to include an online directory of services with which the Victims' Hub works, information on the Code of Practice for Victims of Crime and a victim's entitlements and the criminal justice journey and what victims can expect. This information will be ideally located on a website standalone from the main Constabulary website.
- delivered in a way that continually seeks efficiency and best value for money.

It must also comply with requirements under the Data Protection Act when dealing with personal data and sensitive personal data and have a clear and transparent complaints policy.

The definition of victim also covers family members (spouse/cohabiting partner, parents and children, siblings and dependants) of a deceased victim who suffered harm because the person's death was directly caused by a criminal offence. This is in-line with Article 2 of the EU Directive.

The Victims' Hub service will be extended to guardians and carers of victims of crime, who are under 18 or vulnerable adults, where this support will play a part in enabling the victim's recovery. This is in-line with the agreed Strategic Vision of Support for Victims in Cambridgeshire.

## **2. Description of services to be provided**

**In order for the Victims' Hub to meet this specification the Constabulary must:**

- assess a victim's needs at the point they report their crime through a mandatory Initial Victim Needs Assessment (IVNA);
- identify victims who are entitled to an enhanced service, particularly those who are victims of a serious crime, who are vulnerable, intimidated or persistently targeted to include individuals who have needs as a consequence of crime against a business;
- use this assessment to support their professional judgement as to whether the victim needs support and whether they are entitled to an enhanced service in line with the Code of Practice for Victims 2013;
- use the appropriate markers on the crime system to enable the Victims' Hub to identify which victims to proactively contact; and
- carry out a Detailed Victim Needs Assessment for victims of high risk domestic violence, serious sexual offences, child and adult abuse within the Public Protection Department retaining responsibility for co-ordinating support from specialist services and maintaining an up to date needs assessment.

**This will enable the Victims' Hub to:**

- contact every single victim of crime by letter or email to highlight the services available within the Victims' Hub – to include Restorative Justice;
- contact all victims of crime entitled to an enhanced service or who have been identified through the INVA as benefiting from support and undertake a Detailed Victim Needs Assessment;
- make reasonable attempts to contact a victim – specifically three attempts at differing times and days; with a follow up letter if contact is not established;
- agree a Recovery Plan, which is tailored to the individual not the crime type, with the victims which they successfully contact which could include:
  - ✓ Emotional and practical phone-based support from a Victim Care Co-ordinator
  - ✓ Emotional and practical face-to-face support from a Victims' Hub Community Support Volunteer
  - ✓ A referral/supported signposting to an existing suitable specialist victim support service provider (to include those commissioned/ not commissioned by the PCC locally and nationally) in accordance with the victim's needs.
  - ✓ Provide information about, and referral where appropriate to the Restorative Justice service.
  - ✓ Supportive signposting to community services, groups or networks who can provide longer term practical or emotional support to support victims to recover and move on.
- Maintain details of all contact with victims on a standalone Case Management System.
- Carry proportionate victim satisfaction surveys to provide qualitative feedback to the service provided.

- Continue to review the service provided by the Victims' Hub in response to 'service user' feedback – this should include ways victims can contact the Hub and the extension of the service to vulnerable and intimidated or persistently targeted victims of incidents of anti-social behaviour.

### **Interoperability**

Systems and processes must be put in place by which victims who report crime in another PCC area but who reside in Cambridgeshire can have their personal data transferred to the Victims' Hub.

The Victims' Hub will need to maintain the necessary information sharing protocols, in particular with Action Fraud the British Transport Police and other area Victim Referral Services, to achieve this in which comply with the Data Protection Act 1998.

### **Staffing**

The Victims' Hub will maintain staffing levels which enables it to deliver the above service specification within opening hours which show a clear balance between demand and resources, within the funding envelope.

Continual professional development will enable areas of expertise to be identified for Victim Care Co-ordinators. This will professionalise the support offered from within the service.

### **Volunteer provision**

The Victims' Hub will maintain a minimum of 15 volunteers who are representative of the community of Cambridgeshire, with a range of language and cultural knowledge, to provide face to face support to victims across the county. Volunteers will be asked to provide a minimum of four hours a week and will be provided with ongoing training, development and support. All new volunteers will be recruited, trained, and accredited in-house by Hub staff.