

WILTSHIRE CRIMINAL JUSTICE BOARD STRATEGY

2021 -
2024

WILTSHIRE
CRIMINAL JUSTICE BOARD

Criminal Justice System: working together for the public





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Vision, purpose and values



Vision

Our communities have confidence in their local criminal justice system which delivers a fair, timely and high quality service for all



Purpose

The purpose of the Wiltshire Criminal Justice Board is to deliver improvements in service to achieve our vision by working collaboratively, challenging each other, and co-ordinating a whole-system approach

Values



Partnership

All agencies within the WCJB will work together in a mutually supportive trusting partnership, being receptive to challenge, whilst recognising that each partner maintains its own independence. We will collaboratively problem solve, sharing best practice and pooling our resources and expertise to better deliver against the strategy, recognising that our communities are best served by a system which operates as a whole.



Responsibility

We will ensure appropriate attendance from our senior management who can make decisions, commit resources, share data and information and disseminate where appropriate, acknowledging where impacts may be felt across other partners. Taking direction from national guidance and changes in legislation as well as escalating issues centrally



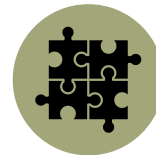
Transparency

We will listen to each other and the voice of the community to support our collective understanding of criminal justice matters in order to make better informed decisions and build trust.



Innovation

We will communicate opportunities to deliver better together through innovation, working collegially outside the boundaries of our own organisations for the greater good of the criminal justice system.



Inclusivity

We commit to understanding how disparity exists within criminal justice and work towards identifying and addressing discrimination.

Wiltshire Criminal Justice Board partners



Wiltshire Criminal Justice Board strategy on a page

Priorities 2021 - 2024

PRIORITY 1:

Ensuring victims of crime are fully supported through the Criminal Justice System with quality services that effectively meet their needs

PRIORITY 2:

Provide an effective, efficient and high-quality Criminal Justice System in Wiltshire

PRIORITY 3:

Ensuring services are available at the right time to support reductions in reoffending and keep our communities safe

PRIORITY 4:

Provide a fair and transparent Criminal Justice System that promotes confidence

Objectives

- Ensuring a Victim centred approach
- Ensuring Victim Code compliance and effective delivery of quality Victim Services
- Agencies working together to provide whole-system approach to preventing and supporting victims of Domestic Abuse and Serious & Sexual Violence

- Build on and develop Criminal Justice structures and processes that support and maximise efficiency
- Ensuring system runs as smoothly as possible to enable CJS pandemic recovery, embed best practice and continue to transform
- Improving investigative quality

- Improve accommodation opportunities for individuals
- Ensuring Health and Wellbeing services meet needs of individuals
- Identify Priority Groups to focus collaborative engagement
- Ensuring the system has the right structures in place to assist in reducing reoffending

- Develop structures that enable greater scrutiny and transparency on criminal justice practices
- Coordinating and developing a communications plan
- Understand and address disproportionality, discrimination and promoting diversity



Priority 1

Ensuring victims of crime are fully supported through the Criminal Justice System with quality services that effectively meet their needs

Supporting victims and witnesses of crime to cope, recover and have their voice heard, is a priority for the WCJB and ensuring that high quality services are available and accessible to all. This support is universal and irrespective of whether a criminal justice outcome is taken forward or not. Striving to provide a holistic partnership approach to meeting victims' needs and improve understanding of the far ranging impact of crime, building confidence in the justice system.

The WCJB work collaboratively to identify and address the needs of Victims and Witnesses, and where vulnerabilities are identified seek to provide additional support. Particular focus is highlighted in the following objectives, which are identified as key areas of risk for partnership collaboration to improve the quality of outcomes. Through strong WCJB system leadership and by bringing partners together we will deliver a step change across the local system to end male Violence Against Women and Girls (VAWG) and deliver all national and local recommendations to significantly increase criminal justice outcomes. We will work collectively to restore public confidence so that women and girls feel safe and secure in their communities to come forward and report crimes when they occur, confident that they will receive a positive response from police and justice services.

1. Ensuring a victim centred approach by:

- a. Delivering and improving a restorative justice service for all victims to help recover from their experience of crime ensuring the best quality of service is delivered to meet individual needs

- b. Taking direction from victim feedback and develop opportunities for the victim' voice to be heard and responded to. Improving and developing services as a result of victim involvement from the independent 'Victim Voice' survey
- c. Recognising and responding to vulnerabilities through effective partnership working in line with National Vulnerability Action Plan
- d. WCJB will support delivery of the national objectives from the government Criminal Justice plan when it is published

2. Collaborative approach to ensuring compliance with Code of Practice for Victims of Crime and effective delivery of quality victim services by:

- a. Developing cross system approach to monitor compliance with Victims' rights as defined in the Victim Code of Practice (VCoP)
 - i. Fulfilling national obligation to comply with future directives relating to VCoP compliance measures
 - ii. Developing local mechanism for scrutiny to highlight areas of good practice and action where improvement is required
 - iii. Committing to national responsibility in preparation for Victims Law
- b. Recognising the needs of victims are often complex and diverse and our resources available for Victim Services need to be tailored, trauma informed, consistent and meet increased demand. Making sure specialist services are accessible, inclusive and accountable to our local communities and their needs

3. Agencies working together to provide a whole-system approach to supporting victims of Violence against Women and Girls by focussing on our response to:

- a. Violence and Intimidation Against Women and Girls (VAIWG) and underrepresented groups¹
 - i. Delivering recommendations and road map for change from HMICFRS Violence Against Women and Girls Report, September 2021. Multi-agency commitment that the response to VAIWG offences is a priority for the criminal justice system. Supporting implementation of the NPCC Policing VAWG National Framework and APCC VAWG Plan
 - ii. Consideration of the Avon & Somerset pilot of 'Operation Soteria', which is being extended across five forces and corresponding CPS areas so that police and prosecutors can trial innovative ways to deal with rape cases. These are based on robust perpetrator management, better understanding of data and better victim care
 - iii. Ensuring needs of victims against the Tackling Violence Against Women and Girls Strategy July 2021 are fully addressed
- b. Rape and Serious Sexual Offences (RASSO)
 - i. Supporting delivery of the national objectives from HMG End to End Rape Review, action plan for improving the criminal justice response to rape. The key recommendations from the cross-government rape review are being taken

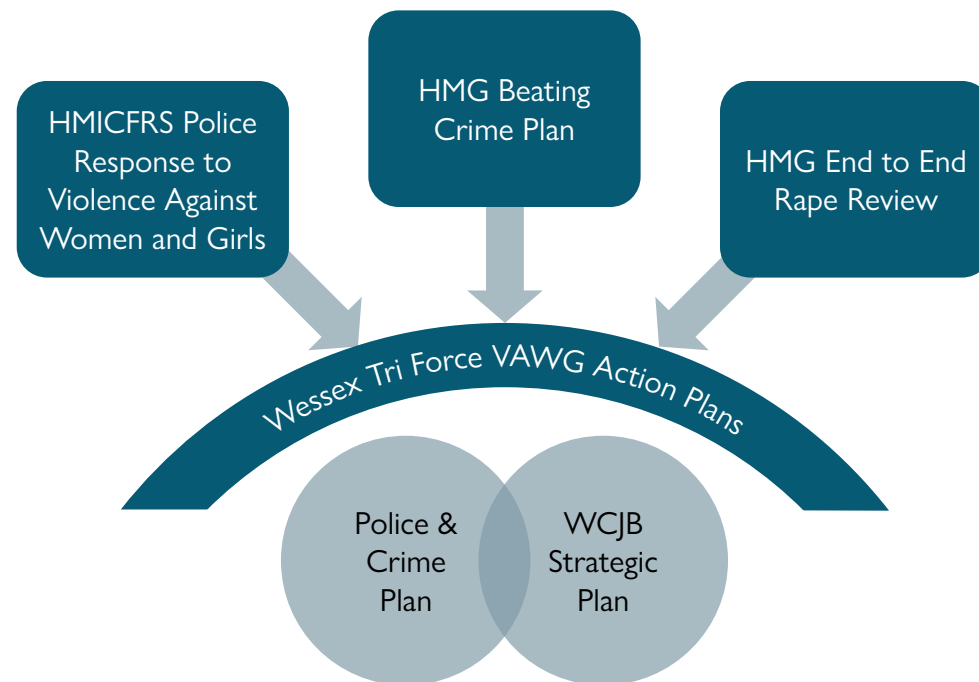
¹ The Home Office definition of VAWG: "The term 'violence against women and girls' refers to acts of violence or abuse that we know disproportionality affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, 'honour'-based abuse (including female genital mutilation, forced marriage, and 'honour' killings), a well as many others, including offences committed online. While we use the term 'violence against women and girls', throughout this Strategy, this refers to all victims of any of these offences"

forward locally through the Wessex Tri-Force RASSO Action Plan. These focus on increasing the volume and swiftness of cases reaching court and delivering more convictions, improving victim engagement and confidence, improving quality of investigations, enhancing partnership working, building public confidence and learning from previous successful and unsuccessful cases

- ii. Foster a supportive environment whereby agencies are mutually accountable for improving performance in relation to RASSO such as Rape Charging Rates
- iii. Running alongside the Wessex RASSO Action Plan to enhance RASSO improvement is an independently commissioned review to provide support, challenge and scrutiny to assist in the efforts to improve performance. This will present recommendations to strengthen a 'system' culture, for building stronger relationships and improving investigative standards as well as service improvements to ensure victim care is embedded and supporting criminal justice outcomes.
- iv. Following publication of the HMICFRS inspection report on RASSO, due Autumn 2021, the WCJB will support delivery of national objectives
- v. Recommissioning sexual violence services separately from Domestic Abuse to enable focus on the ISVA (independent sexual violence advisor) service specifically and how it forms part of the RASSO pathway. Providing service improvements for the victim by offering wrap around support with new SARC (sexual assault referral centre) provision and refreshed ISVA and forensic medical standards
- vi. Better understanding the narrative around positive non-criminal justice outcomes for victims, to ensure we support victims the way they want to be supported
- vii. To enable better contingency planning across the system, anticipated increases in demand for RASSO support services will be shared
- viii. Monitor local performance utilising national rape scorecards

c. Domestic Abuse (DA)

- i. Taking learning from unsuccessful cases to improve confidence for victims to report and increase victim engagement to support prosecution. Domestic Abuse Wessex Tri-Force Action Plan is under development building on the already embedded RASSO approach. Progress initially, will be assessed by monitoring arrest and conviction rates
- ii. Looking holistically to better understand and be able to support those involved in the more complex cases involving situational violence





Priority 2

Provide an effective, efficient and high quality Criminal Justice System in Wiltshire

The criminal justice system has no single owner and has been subject to regular change and reform. Close and effective partnership working by criminal justice agencies is critical for the system to work as efficiently as possible ensuring high quality service and support for victims and witnesses and collaboration across partners to deliver justice. Providing a modern digitalised Criminal Justice System is essential to enable successful outcomes and improve experience for all.

1. Build on and develop Criminal Justice structures and processes that support and maximise efficiency by focussing on:

- a. Video Enabled Justice (Cloud Video Platform, Live Links and s28 pre-recorded evidence for vulnerable victims and witnesses). Opportunities to maximise the use will continue to be explored subject to judicial consent in accordance with legislative provisions
- b. Supporting the implementation of Common Platform digital case management system, allowing all parties involved in criminal cases to access case information securely to improve how cases are managed and processed
- c. Reviewing digital and video forum, to ensure effective mechanism and governance
- d. Ensuring partnership structures and processes work as efficiently as possible

2. Ensuring system runs as smoothly as possible to enable criminal justice system pandemic recovery, embed best practice and continue to transform by:

- a. Fully understanding demand coming into and across the system, identifying and addressing areas where blockages may occur and participate in joint planning to manage impact, working jointly to improve victim attrition
- b. Collaboratively working to reduce the backlog of cases in the court system and developing modelling data to project when the system may return to a pre-covid level, understanding the factors that will impact on this. Use this to inform and manage expectation with an overall ambition that the courts will recover to better than pre-covid levels
- c. Focusing together on achieving early guilty pleas for efficiency and to help not build backlog, understanding and solving any barriers
- d. Ensuring priority is given to high harm cases through collaborative work and improving victim engagement. Ensure the most serious cases and those with vulnerable victims and witnesses are flagged and prioritised to reduce the time it takes to receive an outcome for these cases
- e. Delivering in partnership the Courts five point recovery plan by taking joint approaches to tackle issues, sharing data enabling greater transparency. Developing set of key performance indicators to measure progress on return to TSJ (Transforming Summary Justice) and BCM (Better Case Management) measures and identify areas where improvement is needed and timeliness of overall justice is captured f. Keeping each other aware of agency challenges in respect of demand, workforce gaps, funding and support collaborative resolution
- f. Engaging with the defence community ensuring a fair and effective justice system
- g. Reviewing the learning from Covid-19 response and recovery, exploring how the collective approach that has worked so well during the pandemic can be applied to future working whilst ensuring justice for victims is delivered as effectively as possible

- h. Identify any areas as they arise, where performance needs addressing to agree joint pieces of work between partners to seek improvement and review as appropriate any new joint CJS initiatives
- i. Support delivery of national Criminal Justice Action Plan and CJS Scorecard when published

3. Improving investigative quality by:

- a. Expediting high harm and youth cases released under investigation as quickly and as effectively as possible to ensure quality justice for victims
- b. Working together to ensure criminal case file preparation is right first time, of high quality, fair and timely, enabling a smooth transition through the justice system.
- c. Monitoring case file quality compliance, evaluating unsuccessful cases to ensure a culture of continuous learning and improvement
- d. Speed up cases commencing in the CJS by improving pre-charge decision timeliness focusing on the management and supervision of action plans
- e. Supporting the RASSO and DA tri-force action plans to improve the quality of investigations. Focusing on understanding failed and successful cases, to develop a continuous learning culture and promote confidence
- f. Track increase in RASSO/SSO cases as a result of tri-force work and share to anticipated increase in demand for support services for better contingency planning across the system
- g. Understanding activity around county lines in order to improve our collective response to this issue
- h. Monitor local performance utilising national rape scorecards

4. Maximising the combined capacity of the three Wessex LCJBS to influence policy direction at government level by:

- a. Aligning Wessex Strategies where appropriate to enable supported working and ability to lobby collectively
- b. Regular cross-Wessex PCC meetings to develop synergy and discourse between the three criminal justice boards



Priority 3

Ensuring services are available at the right time to support reductions in reoffending and keep our communities safe

To ensure we protect our communities we must work together to reduce reoffending, violence and serious harm. In order to do this the WCJB brings partners together to address key areas that impact on individual's likelihood of reoffending. We will also focus on working with key groups whose offending disproportionality impacts on our communities, supporting and addressing criminality.

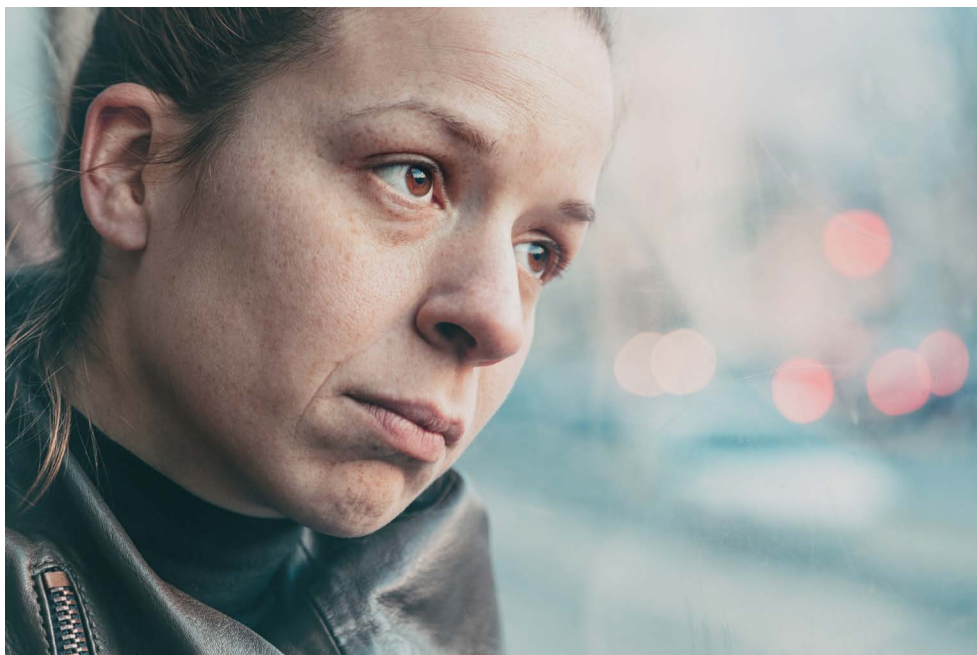
1. Improve accommodation opportunities for individuals by:

- a. Reviewing existing accommodation projects and embed these where positive change is identified
- b. Developing a cross organisational offender housing commitment
- c. Reviewing Wiltshire and Swindon 'Housing First' opportunities
- d. Working with local authorities to ensure the Offender Housing Support Worker post continues

2. Ensuring Health and Wellbeing services meet needs of individuals by:

- a. Working with public health to review provision of drug and alcohol services

- b. Monitoring health care, drug and alcohol and liaison and diversion services delivered in custody and supporting voluntary attendance to ensure suspects are receiving services they need
- c. Developing and launching a psycho-social therapeutic model for offenders
- d. Ensuring mental health and mental wellbeing support is meeting the needs of offenders.
 - i. Including the roll out of Community Sentence Treatment Requirements



3. Identify Priority Groups to focus collaborative engagement on, including:

- a. **Integrated Offender Management**
Develop integrated offender model in line with the national strategy and local requirements and needs

- b. **Women**
Continue to ensure that appropriate, joined up and co-commissioned services are available for women in criminal justice
- c. **Youth/Youth to Adult Transition**
Review and develop support and systems whereby stakeholders are working together to ensure that the transition from youth to adult services is a seamless as possible. Liaison with Youth Management Board through the Reducing Reoffending Board
- d. **Veterans**
Continue to ensure that appropriate, joined up and co-commissioned services are available for veterans

4. Ensuring the system has the right structures in place to assist in reducing reoffending by:

- a. Learning from service users
- b. Engaging both regionally and nationally
- c. Supporting probation partners during their reunification
- d. Engaging and supporting local prison to improve rehabilitation
- e. Supporting roll outs of additional reoffending tools such as GPS and alcohol tagging
- f. Creating a multi-agency response to diversion and early intervention for male violent crimes against women and girls
- g. Commissioning appropriate and effective perpetrator programmes that address behaviours relating to VAWG offences as well as any other disruption and enforcement tactics such as the use of electronic tagging



Priority 4

Provide a fair and transparent Criminal Justice System that restores confidence

It is important that our community has trust and confidence that our justice system deals with crime while providing victims the support they need. Ensuring that our criminal justice system is fair and effective is not only vital for the successful functioning of the system but also for creating communities that feel safe. We will work together to increase public confidence trust and engagement with our communities.

1. Developing structures that enable greater scrutiny and transparency on criminal justice practices that restore public confidence for:

- a. Police Stop and Search
- b. Out of Court Disposals and Restorative Justice
- c. Violence Against Women and Girls / Domestic Abuse / Rape and Serious Sexual Offences
- d. Duty of Candour – Bereavement Charter

2. Coordinating and developing a communications plan that:

- a. Champions accessible justice and overall awareness raising
- b. Listens, engages with, and educates communities by:
 - i. capturing victim voice, community feedback, offender voice



- c. Considers thematic campaigns and commenting on timely topical news stories
- d. Identifying calendar of opportunities for community events and promoting national awareness days
- e. Focuses on internal engagement, partner and stakeholder relationships and communication
 - i. Workforce recruitment and retention
 - ii. To improve Sentencer confidence in community sentencing as an alternative to short custodial sentences and how this translates into public confidence
 - iii. Recovery stakeholder communications
 - iv. Highlighting exceptional areas of work and recognising success stories

3. Understand and address disproportionality, discrimination and promote diversity

As criminal justice agencies, both individually and as a collective, we recognise that work has been undertaken to embed diversity, equality and inclusion into our work practices for, and into the services we provide, for our communities. However, we recognise there is still significantly more to be done in tackling ethnic and other disparities within the local criminal justice system and we commit to ensuring we address those issues.

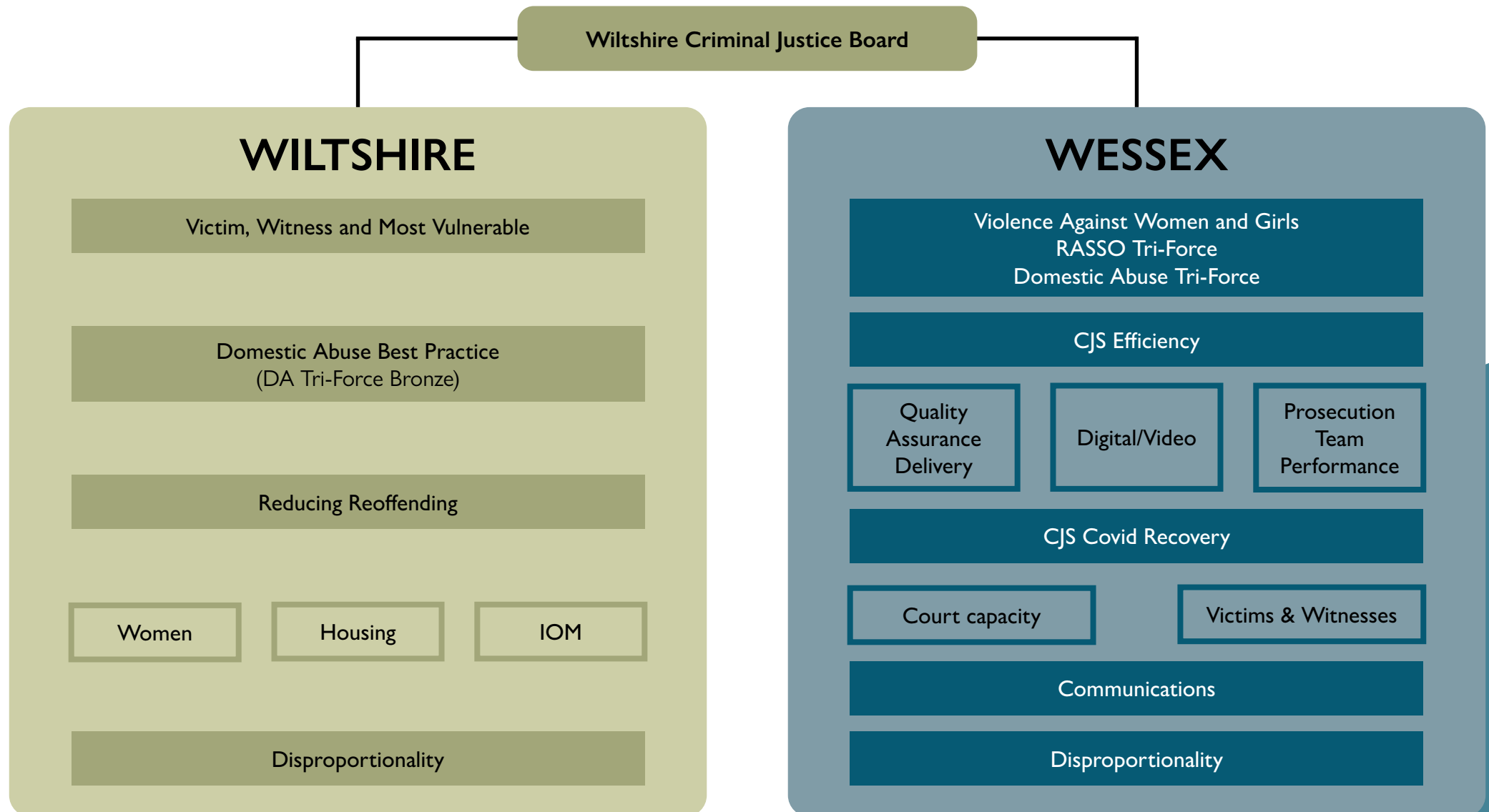
There is not a 'one size fits all' approach to diversity, equality and inclusion. We will therefore commit to better understand the composition of our local diverse communities, including through the way that we involve, engage and receive feedback from those communities, to ensure that we learn about their unique identities and cultures and develop approaches that meet their specific needs.

We will develop a truly diverse workforce that reflects our communities and values difference. We will create an inclusive and tolerant culture within our workforce and provide them with the necessary skills and confidence to work within our communities.

We are committed to working as a partnership to develop a whole system response to disproportionality and we will each scrutinise and audit our work in this area and maintain a partnership environment that thrives on healthy challenge to each other's practice.

- a. Delivering recommendations as set out in the Lammy Review 2017
- b. Conducting research to support the evidence base regarding ethnic disproportionality and develop recommendations and an action plan (Wessex)
- c. Encouraging cultural competency amongst partnership agencies

WCJB governance structure and Wessex relationship



Appendix A - WCJB Scorecard

The WCJB will monitor high level indicators to ensure the strategy is being delivered

1. Scorecard measures for ensuring victims of crime are fully supported through the Criminal Justice System with quality services that effectively meet their needs

VCoP Compliance Rate (All Partner) (outcome 2)	Timeliness between receipt of referral and charging decision
Volume of Horizon Cases (Live)	Timeliness from charge to first hearing
Total Victims	Timeliness first hearing to trial
Volume of Court Hearings for Victims and witnesses	Number of people convicted
Number of Serious Sexual Offences (Police)	Volume and percentage of victim disengagement overall - in DA and Sexual Violence (outcome 5)
Number of Serious Sexual Cases referred to CPS	Volume and percentage of victim disengagement overall - CPS
R12M RASSO Further Action Taken (FAT) Rate	Total Volume of Unsuccessful Outcomes CPS
Number of EIA for SSO (Serious Sexual Offences)	Compliance rate with victim outcomes on the NVAP
Volume of DA Crimes	Victim Voice survey data including victim satisfaction - (outcome 1)
DA Arrest Rate	Victim Voice Survey reports / co-production / engagement / inclusion incidences (outcome 4)

DA Further Action Taken (FAT) Rates	Contracted Services (Victim Support all ages, Horizon, DA, SV, SARC, Restorative, Splash, Splitz, Swindon Women's Aid) (outcome 3)
Percentage of Outcome 15 and 16 (Victim declines support - Police)	Public Perception of safety (sample) (outcome 6) - confidence - Corporate Comms - Wilts Police Public Confidence Survey? Take sample from result table
Timeliness between report of offence to police and referral to CPS (all crime)	Percentage of partnerships and co-commissioning opportunities versus stand-alone services (outcome 7)

2. Scorecard measures for providing an effective, efficient and high-quality Criminal Justice System in Wiltshire

Number of video enabled hearings	Volume of OoCD 'Discrete'
Volume of guilty pleas at first hearing	MC court receipts per finalisation
Volume of RUI investigations (Live)	MC court disposals
Number of action plans into police	MC court Outstanding Cases
Pre-Charge Timeliness (Police)	CC court receipts per finalisation
Pre-Charge Timeliness (CPS)	CC court disposals
R12m Further Action Taken (FAT) Rate	CC court Outstanding Cases
DA Avg number of days taken from charge to 1st hearing	MC Dropped at 3rd or Subsequent hearing
Average days of RUI investigations	CC Volume of GPs at 1st hearing

Overall Conviction Rate	MC Volume of GPs at 1st hearing
Crimes under Investigation (Live)	Ineffective Trial Rate
Volume of Bail investigation (Live)	

3. Scorecard measures for ensuring services are available for offenders at the right time to support reductions in reoffending and keep our communities safe *(confirmed from the Reducing Reoffending Board in January 2022)*

Proportion of offenders who reoffend – (Proven Reoffending (historic) - adult)	Violent crimes re-arrest rate (number of distinct individuals)
Re-arrest rates - the number of distinct adults who have been arrested at least once in the previous 12 months	Number of Mental Health Treatment Requirements ordered
Neighbourhood crime (IOM method) re-arrest rate (number of distinct individuals)	Drug and alcohol Criminal justice referrals

4. Scorecard measures for providing a fair and transparent Criminal Justice System that promotes confidence

Public Confidence Survey in the police	Encourage cultural competency / training amongst partnership agencies
Ongoing development of Wessex Disproportionality Action Plan	Police Stop and Search

