

WILTSHIRE CRIMINAL JUSTICE BOARD



WILTSHIRE CRIMINAL JUSTICE BOARD PLAN 2018 - 2021

WILTSHIRE
CRIMINAL JUSTICE BOARD

Criminal Justice System working together for the public



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VISION, PURPOSE AND PRIORITIES

“Our **vision** is that the people of Wiltshire and Swindon feel confident that justice is delivered fairly, swiftly and sensitively to all.

“Our **purpose** as a Board is to support one another to deliver the WCJB vision and to hold each other to account. Working together we achieve more.”

PRIORITIES 2018 – 2021

Improve the service provided to victims, witnesses and the most vulnerable

Reduce re(offending) and rehabilitate

Provide an effective and efficient criminal justice system in Wiltshire

COMMITMENT TO WORKING IN PARTNERSHIP

The Local Criminal Justice Board for Wiltshire (WCJB) brings together agencies with responsibility for delivering criminal justice services across our area. The criminal justice landscape is complex and no single agency is responsible for the system as a whole. It is vital that criminal justice agencies are unified in their ambition and work together, to improve outcomes both for victims of crime and people who offend and deliver justice in the most efficient and effective way possible

By working together, agencies in Wiltshire can provide services which are more efficient and effective than they would be if those agencies acted alone. Central to this is recognising that criminal justice works as a system each part supported by the other. Success is collective success and improvements are a collective endeavour.

As leaders of our respective organisations we focus on our individual roles. The Wiltshire Criminal Justice Board (WCJB) is where we deliver improvements to the entire system. The close and effective collaborative working by criminal justice agencies across the WCJB sub-groups is essential to deliver the priorities of this strategy. This strategy sets out how we will make improvements to our criminal justice system (CJS) and where we need to improve and be more efficient.

The administration of justice is a core part of British society and we must make sure that access, treatment and support from this system is fair and meets the needs of all involved. There should be no barriers to justice, whatever your age, gender, ethnicity, financial circumstances, health or circumstance. More work needs

to be done to ensure we achieve this and delivering this is set out in this document.

As Police and Crime Commissioner and Chair of the WCJB I have a pivotal role in supporting local justice partners to work together as well as introducing greater accountability. As chair and PCC, I with other criminal justice leaders want to make sure that the community needs are met, agencies are working as efficiently as possible and provides justice, punishment and rehabilitation.

This is the first WCJB strategy that has been developed by the WCJB partners, and looks to address both national and local priorities for improvement. It sets out what is important to us collectively and where we will collectively put our extra attention.

As the WCJB continues to grow from strength to strength, it will continue to develop further plans to collaborate, integrate and work together with each other and users of the CJS to make tangible improvements in delivering a better criminal justice process.

The Wiltshire Criminal Justice Board members are committed to ensuring the partnership is visible, accountable and influential both locally and nationally. Through monitoring and measuring performance meaningfully and collectively the WCJB will know whether the plan is working and partners will support each other in the delivery of performance improvements and implementing change.

WILTSHIRE CRIMINAL JUSTICE BOARD PARTNERS



WCJB STRATEGY ON A PAGE 2018-2021

<p>PRIORITIES</p>	<p>Improve the service provided to victims, witnesses and the most vulnerable</p>	<p>Reduce re(offending) and rehabilitate</p>	<p>Provide an effective and efficient local CJS</p>
<p>WHAT DO WE NEED TO BE GOOD AT?</p>	<ul style="list-style-type: none"> • Ensuring there are high quality services to help victims of crime and reduce harm • Ensuring the criminal justice system puts victims and witnesses at the heart of everything they do • Providing tailored support to the most vulnerable 	<ul style="list-style-type: none"> • Understanding the support needs, to reduce re(offending) across the whole criminal justice system • Commissioning services to address and reduce risk factors of re(offending) • Establishing an effective forum (sub-group) to deliver this area of work 	<ul style="list-style-type: none"> • Improving efficiencies in the handover and management of cases to ensure Wiltshire criminal justice system is right first time for victims and offenders • Fully digitalised criminal justice system in Wiltshire to improve efficiency and effectiveness and outcomes
<p>WHAT WILL HELP US ACHIEVE OUR OBJECTIVES</p>	<ul style="list-style-type: none"> • Partnership working • Performance management to measure success • Collaborative problem solving 		

PRIORITY – Improve the service provided to victims, witnesses and the most vulnerable

The Criminal Justice System in Wiltshire should provide a holistic service, ensuring that support services for victims meet local and individual needs, to be informed by listening to victims' views. Crime affects everyone differently and we need to provide tailored support to help victims and witnesses cope and recover. This is not only the right thing to do, but increases confidence in the criminal justice system and improves outcomes. The Wiltshire Criminal Justice Board (WCJB) will work in partnership to improve the justice system, support victims and increase confidence, by undertaking the following:

1. Ensure there are high quality services to help victims of crime and reduce harm by:

- 1.1 Reviewing support services available to victims of crime to ensure needs are being identified and met – building on the success of the Horizon Victim and Witness Care team, helping victims to get information, support and guidance in their journey through the criminal justice system.
- 1.2 Recommission victim support services to improve the care provided to victims to enable them to cope with and recover from the impact of crime. Work in partnership to integrate victim care with other support pathways.
- 1.3 Champion the use of restorative justice to allow victims and offenders to communicate to repair the harm and find a positive way forward. Restorative Together, our multi-agency partnership led by the OPCC, will increase capacity by training volunteers, police officers and other agencies in the use of restorative justice. The Restorative Together Board will bring together a wide range of partners to align

the use of Restorative approaches across Wiltshire and Swindon in a range of settings.

- 1.4 Working with NHS England on the mobilisation of the new Sexual Assault Referral Centre in 2018, and with the provider to establish strong partnerships to help victims access the most appropriate support pathways.
- 1.5 Jointly Commission and monitor with Local Authorities and health partners, domestic abuse support services. These will ensure victims of domestic abuse and sexual offences are supported into care pathways, and to increase confidence in pursuing a criminal justice outcome.

2. Ensure the CJS puts victims and witnesses at the heart of everything they do by:

- 2.1 PCC to seek to receive devolved powers from the Ministry of Justice to monitor and ensure Victims Code of Practice of criminal justice partners. Conducting dip sampling to ensure

justice partners' are complying with the Code of Practice for Victims of Crime, identifying and challenging any gaps and highlighting interdependencies, in order to improve the service provided to victims.

- 2.2 Continuing to reduce the impact on victims and witnesses due to unavoidable movement of trial location. Including, timely communication, increased information sharing as to specific vulnerabilities, in order to improve listing decision making.
- 2.3 Increasing the number of effective trials in the magistrates' court and reducing the number of witnesses called to court unnecessarily. Monitor this through trial scrutiny panels in each court area, identifying the reasons for cracked and ineffective trials and implement the actions required to avoid recurrence of the causes. Ensure a consistent approach, and share best practice to identify areas necessary to improve.
- 2.4 Exploring how the WCJB can accurately measuring victim satisfaction by enabling the voice of the victim to be heard throughout the criminal justice process.
- 2.5 Understanding the outcomes from the Lammy Review and undertake an assessment of need in Wiltshire within the context of improving the service provided to victims and witnesses.
- 2.6 Review Out of Court Disposals through a scrutiny panel which looks at decision making processes and whether victim views were taken into account.

3. Provide tailored support to the most vulnerable by:

- 3.1 Allow for vulnerable or intimidated witnesses to pre-record their cross-examination before the trial (S28 of the Youth Justice and Criminal Evidence Act 1999). Aiming to decrease the time the witness spends waiting to be cross-examined, to be less stressful and to improve the quality of the evidence provided.
- 3.2 Improving domestic abuse prosecution and victim experience by monitoring magistrates' court performance to identify areas for development. This includes arrest rate, timeliness, trial effectiveness, conviction rate and production of pre-sentence reports on the day. Ensuring the domestic abuse courts are complying with the 12 components which include availability of specialist services, court facilities and listing, staffing, managing perpetrators and equality and diversity.
- 3.3 Expand monitoring beyond court performance to include quality by looking at domestic abuse (re)offending rates, other post court processes, incorporating victim's view at sentence and updating the most vulnerable. To be undertaken by scrutinising cases end to end, from offence to court result, and implement improvement plans. Also to include monitoring crown court performance and issues.
- 3.4 Completing domestic abuse court observers' project to identify areas for improving support and function of specialist domestic abuse courts and identify comparative work with Northumbria.

- 3.5 Extending the use of video technology to provide more support to vulnerable victims and witnesses and improve CJS outcomes by increasing the use of video link, virtual courts and evidence provided through police body-worn cameras.
- 3.6 Look at improving victimless prosecutions, evidence based prosecutions (outcome 16), following the review, implement improvement plan to link in partnership including DA cases.
- 3.7 Improving the response to and the management of victims of rape and serious sexual offences.
- 3.8 Compliance with the Stalking Protocol – Improved recording of Stalking, Horizon referral for victims. On-going discussion of support available for DA and non-DA related incidents.

How we know we are successful

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

Victim, witness and most vulnerable			
Measure	Data	Infographic	Context
Victim overall satisfaction (police)			
Victim and witness satisfaction survey			
DA conviction rate			
% unsuccessful convictions due to victim issues			
Horizon caseload			
Number of victims referred to SARC			
Number of restorative justice referrals			

PRIORITY – Reduce re(offending) and rehabilitate

Preventing offending not only protects victims but should aim to provide the right level of support to enable offenders to address criminality. The WCJB wants to have the most efficient pathways to prevent and reduce (re)offending in adults and young people through appropriate enforcement, early intervention and support. The WCJB will work both in the CJS and partners outside the CJS system to address the risk factors for (re)offending, namely: accommodation, education, training and employment, health, drugs and alcohol, finance benefit and debt, children and families, attitudes, thinking and behaviour.

1. Establish sub-group to deliver this area of work

- 1.1 CRC, in conjunction with NPS, to lead setting up offending/reoffending delivery group to co-ordinate required work to align and deliver comprehensive offending and reoffending service and commissioning.
- 1.2 The offending/delivery group liaises with CSPs to ensure that there is understanding between the preventative programmes the criminal justice interfaces.
- 1.3 Understanding the outcomes from the Lammy Review and undertake an assessment of need in Wiltshire.

2. Ensure relevant performance indicators are available at a localised, Wiltshire level to enable progress to be monitored

- 2.1 CRC and NPS to provide localised reoffending data for their respective agencies.

3. Understand the housing needs of offenders and develop a plan to increase suitable accommodation for offenders to reduce reoffending by:

- 3.1 Commissioning a housing needs assessment to understand requirements of offenders and available capacity in Wiltshire and Swindon.
- 3.2 Working with housing providers and public service leaders to raise awareness of the impact of poor housing in creating repeat offenders and more victims.
- 3.3 Working with local housing providers and probation services to understand local challenges and develop a series of improvements to address the need for suitable housing provision for offenders.

4. Understand the health needs of offenders and develop a plan to ensure offenders have access to suitable health services to reduce reoffending by:

- 4.1 Working with NHS and public health to understand the needs of offenders and review suitable support available throughout the criminal justice process.
- 4.2 Coordinate health commissioning plans for offenders with NHS, probation and OPCC commissioners to integrate health support pathways. In particular focusing mental health needs and support once released.

service plans which deliver the work tackling children and young people under 18, at risk of and in the criminal justice system.

How we know we are successful

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

5. Understand the wider needs that can reduce re offending and support those leaving prison

- 5.1 Understanding opportunities for collaboration and improving commissioning across all offending risk factors both in community and through the gate schemes.
- 5.2 Explore with the Ministry of Justice deferred prosecution pilots and incorporate into local compass project to provide coordinated support where appropriate to prevent reoffending.
- 5.3 Support HMP Erlestoke in the transition of status to a rehabilitation prison and work to align pathways to enable appropriate rehabilitation and support is available.

Re(offending) and rehabilitate			
Measure	Data	Infographic	Context
NPS reoffending rate			
CRC reoffending rate			
NPS % settled into accommodation on release			
CRC % settled into accommodation on release			
Outputs to be aligned to 7 pathways			

6. Provision for children and young people

- 6.1 A number of WCJB partners form the Youth Offending Teams, delivering local plans to meet the national Youth Justice Board strategy. Both Wiltshire Youth Offending Team and Swindon Youth Offending Team have detailed

PRIORITY – Provide an effective and efficient CJS in Wiltshire

The administration of a swift, fair and efficient criminal justice system is a fundamental pillar of British society. It is made up of a multitude of individuals, processes and systems to deliver justice. Effectiveness is not solely based on the end point of the system, the court outcome, as this is only as good as the hundreds of steps such as crime reporting, investigation quality, file preparation, victim and witness support, prosecution, management of the court and the court outcome.

This requires end to end coordination across all justice agencies, and an understanding that changes in policy, procedure or demand in one part will have a knock on for all the others. These not only need to be managed but improved by collaborative planning and collective ownership of challenges and improvements.

The Wessex Criminal Justice Efficiency Board acts as the decision forum for the resolution of multi-agency issues arising from the effective delivery of justice across the Wessex region.

1. Improve efficiencies in the handover and management of cases to ensure Wiltshire CJS is right first time for victims and offenders by:

- 1.1 Police and CPS collaboratively maintaining focus on sustaining improvements in the quality of prosecution case files and the procedures which support court hearings, sharing the common objective of delivering a high quality service to victims and witnesses. This will be achieved by CPS providing by meaningful analysis of file quality between the police and CPS teams.
- 1.2 Ensuring that all procedures relating to the disclosure of relevant material that either undermines the prosecution case or assists the defence are dealt with fairly in accordance with the Criminal Procedure and Investigations Act (CPIA) and implement the joint CPS and Police plan to meet the National Disclosure Improvement Plan.

- 1.3 Understanding the impact of the Bail Act changes on performance across the criminal justice system in the Wessex area, to enable action plans to be put in place to address and improve.
- 1.4 Continuing to deliver the national Transforming Summary Justice and Better Case Management initiatives through improvement plans and monitoring of performance at magistrate and crown courts.
- 1.5 Understanding the impact on all service users from the closure of Chippenham Court and implementing plans to ensure the best service possible is provided. This will be achieved by monitoring court performance and obtaining victims' feedback to enable effective court listing and ensure appropriate support is provided.

- 1.6 Maximise the use of Salisbury Crown Court, as an alternative to Winchester Crown Court, to improve the timeliness of cases for victims and witnesses.
- 1.7 Understanding the outcomes from the Lammy Review and undertake an assessment of need in Wiltshire within the context of delivering fair and effective justice.

pleas and aid criminal justice. Monitoring the impact of BWV on outcomes in relation to benefits realisation through a performance framework.

2. Fully digitalised CJS in Wiltshire to improve efficiency and effectiveness and outcomes by:

- 2.1 Continuing to identify opportunities for efficiency arising from the implementation of digital working projects and provide coordination and strategic oversight of their delivery, through collaborative working across the Wessex area.
- 2.2 Providing a video facility to allow vulnerable victims and witnesses to give their evidence in court remotely as an alternative to undergoing the trauma of appearing at court in person or travelling long distances to attend trials at other court locations.
- 2.3 Improving the use of video technology to offer a more cost effective alternative to the physical movement of people and reduce travelling and waiting time for police officers. Working with colleagues across the south west region to learn and share best practice.
- 2.4 Continuing to work with partners to ensure the full potential of Body Worn Video technology is maximised throughout the criminal justice system. Using the technology to support victims and witnesses' evidence, encourage early guilty

How we know we are successful

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

System Efficiency			
Measure	Data	Infographic	Context
First file error rate (CPS)			
No of officers using live links			
Number of times virtual court used			
Number of times evidence uploaded from BMV			
First file timeliness IPT to CPS			
Avg days – offence to trial (trials)			
% of DA trials listed within 2-4 weeks			
Failed to attend warrants outstanding			
% gp first hearing CC			
% gp first hearing MC			
Wiltshire total trials listed			
Number of hearings per case			
First file error rate (police)			
Cracked and ineffective trial rate			
Effective trial rate			

PERFORMANCE

How will we know we are successful?

Measuring whether the criminal justice system is successful is not straightforward. Success for one individual organisation can limit the achievement of the aims in another. This strategy sets out what system improvements the WCJB desires and the performance will focus on delivering the priorities and the outcomes. To help understand and monitor this, the WCJB has creation of a high level dashboard to monitor progress against each priority. It does not cover every aspect of the CJS or management indicator but provides a barometer of the direction of travel. By monitoring this and progress in delivering the objectives in the strategy will identify progress in delivering this strategy.

The dashboard is broken down into each of the three priorities and is included below.

The WCJB will manage all other areas of business by exception through both the respective lead organisation and WCJB delivery groups.

Victim, witness and most vulnerable				Re(offending) and rehabilitate				Measure	Data	Infographic	Context
Measure	Data	Infographic	Context	Measure	Data	Infographic	Context				
Victim overall satisfaction (police)				NPS reoffending rate				First file error rate (CPS)			
Victim and witness satisfaction survey				CRC reoffending rate				No of officers using live links			
DA conviction rate				NPS % settled into accommodation on release				Number of times virtual court used			
% unsuccessful convictions due to victim issues				CRC % settled into accommodation on release				Number of times evidence uploaded from BMV			
Horizon caseload				Outputs to be aligned to 7 pathways				First file timeliness IPT to CPS			
Number of victims referred to SARC								Avg days – offence to trial (trials)			
Number of restorative justice referrals								% of DA trials listed within 2-4 weeks			
								Failed to attend warrants outstanding			
								% gp first hearing CC			
								% gp first hearing MC			
								Wiltshire total trials listed			
								Number of hearings per case			
								First file error rate (police)			
								Cracked and ineffective trial rate			
								Effective trial rate			

System Efficiency

HOW WE WILL WORK TOGETHER

