

## Hampshire & Isle of Wight Criminal Justice Strategic Plan 2021 - 2024

The Hampshire & Isle of Wight Criminal Justice Board's **vision** is to deliver in partnership, a fair and efficient Criminal Justice System. To do this we will focus on the service provided to victims and witnesses of crime, and the prevention and rehabilitation of offenders. We will utilise the most up to date technology in order to make Hampshire and Isle of Wight a place where people will feel safe to live, work and visit.

The **purpose** of our Local Criminal Justice Board (LCJB) is to bring agencies together to deliver an excellent service for our communities, raising their confidence in being and feeling safe. We will work together to achieve this by:

- influencing at a national level
- challenging and holding each other to account with honesty, energy and transparency
- developing positive relationships across the Criminal Justice System to add collective value and unblock issues that challenge our system
- being ambitious and innovative for the people we serve

## Hampshire & Isle of Wight Criminal Justice Board Shared Values

- **Partnership** – All agencies within the LCJB 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 and will make decisions, commit resources, share data and information and disseminate where appropriate, acknowledging where impacts may be felt across other partners. We will take direction from national guidance and changes in legislation and escalate issues centrally
- **Transparency** - We will listen to each other and the people of Hampshire & the Isle of Wight to support our collective understanding of criminal justice matters in order to make better informed decisions and build trust by explaining our activity and decision making
- **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

## Hampshire & Isle of Wight Criminal Justice Board Partners

Hampshire & Isle of Wight Criminal Justice Board brings together statutory agencies with responsibility for delivering criminal justice services across our area. The criminal justice landscape is complex and multi-faceted and no single agency is responsible for the system as a whole.

Furthermore, encouraging improved understanding and collaboration is also required with agencies and partnerships outside of criminal justice, where services are often provided that could be complementary or indirectly linked to the criminal justice agenda. Criminal justice agencies represented at the LCJB will seek to engage, participate and influence within this wider area of public service delivery to share understanding and provide support to victims and those committing crime to deliver justice, improve outcomes and reduce reoffending.



## Hampshire & IOW Criminal Justice Board Priorities 2021 - 2024

The Hampshire & Isle of Wight Criminal Justice Board have produced this strategy to set out the criminal justice system direction and areas for improvement in order to address local priorities. The strategy has been developed through joint local planning and has been aligned to national and regional priorities, with consideration of existing work programmes being led by the LCJB delivery groups. Opportunities have been identified to reduce duplication and utilise existing information and governance structures, as well as incorporating learning from others.

**Ensuring quality support is provided to victims and witnesses that meets their needs and improves their experience of the Criminal Justice System**

**Delivering an effective, efficient and high quality Criminal Justice System**

**Promoting rehabilitation by ensuring quality services are available to support reductions in reoffending**

**Improving Public Confidence  
Achieved through close partnership working, improving awareness within and of the Criminal Justice System and by delivering appropriate timely**

**Ensuring quality support is provided to victims and witnesses that meets their needs and improves their experience of the Criminal Justice System by**



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**Improving Victim  
Contact**

**Tracking, Learning  
and Assessing**

**Compliance with  
Victims Code of  
Practice (VCoP)**

**First phase working collaboratively, prioritising male violent  
crimes against women and girls**

**Providing quality victim's  
'needs assessments' that are  
consistent and shared  
effectively**

**Raising prominence of  
scrutiny panels through LCJB  
and broadening remit**

**Collaborative monitoring and  
scrutiny to demonstrate  
compliance**

**Providing timely and accurate  
information to victims,  
witnesses and families**

**Identifying learning from why  
victims withdraw support or  
are let down by the system**

**Ensuring CJS is accessible to  
all victims  
(communication / language)**

**Exploring special measures**

**Taking direction from victims**

**Fulfilling national obligation**

**Ensuring quality support is provided to victims and witnesses that meets their  
needs and improves their experience of the Criminal Justice System**

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. A victim's journey through the justice system, whatever the path and outcome, should not result in them becoming a victim of the process, as well as the crime. No one criminal justice agency can alone provide the services victims rightly expect to receive.

Through strong LCJB 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)<sup>1</sup> 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. Improving Victim contact by:**

- 1.1 Ensuring that victims' needs are captured and assessed at the earliest opportunity and then shared effectively by all partners ensuring that the information stays with the victim throughout their experience in the criminal justice system. This will remove the pressure on victims to repeat their needs and requirements through their different touch points with criminal justice partners.
- 1.2 Ensuring that all partners with responsibility to provide information to victims, witnesses and families do so in a timely and accurate manner
- 1.3 Exploring the opportunities to provide special measures facilities for vulnerable and intimidated witnesses to be able to give their evidence remotely if that option would help to improve their experience

## **2. Tracking, learning and Assessing by:**

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<sup>1</sup> The Home Office definition of VAWG: "The term 'violence against women and girls' refers to acts of violence or abuse that we know disproportionately 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), as 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."

- 2.1 Broadening the remit of existing scrutiny panels and raising their prominence with the LCJB, ensuring the learning is shared and acted upon
- 2.2 Understanding better why victims decline or withdraw their support for the prosecution or are let down at any point within the criminal justice system. Ensuring relevant victim support services have an opportunity to input into this learning to reduce attrition and focus on the system being more victim centric
- 2.3 Developing opportunities to ensure the victims voice is heard and responded to, by understanding victims' lived experiences. The LCJB V&W Group will engage with the development of a local authority 'survivors forum'
- 2.4 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 all services and aspects of the criminal justice system are accessible to all, inclusive and accountable to our local communities and their needs

### **3. Partnership compliance with the Code of Practice for Victims of Crime by:**

- 3.1 Collaborative monitoring and scrutiny to demonstrate compliance with victims' rights across the justice system, as defined in the Victim Code of Practice (VCoP)
- 3.2 Using the information captured locally, identify good practice and gaps in compliance and create a cross system action plan to improve the service provided to victims
- 3.3 Fulfilling national obligation to comply with future directives relating to VCoP compliance measures and committing to national responsibility in preparation for proposed Victims' Law

### **4. Working together to provide a joined up, whole system approach to supporting victims of Violence Against Women and Girls and improve their confidence to report by focussing our response on:**



**4.1 Violence Against Women and Girls:** Delivering recommendations from HMICFRS Violence Against Women and Girls Report, September 2021 and multi-agency commitment that the response to VAWG offences is a priority for the Dorset criminal justice system. Supporting implementation of the NPCC Policing VAWG National Framework and APCC VAWG Plan

**4.2 Rape and Serious Sexual Offences (RASSO):** Supporting delivery of the national objectives from HMG End to End Rape Review, action plan for improving criminal justice response to rape. Key recommendations are being taken forward locally through the Wessex Tri-Force RASSO Action Plan, focussing on improving quality of investigations and enhancing partnership working, increasing volume and swiftness of cases reaching court, delivering more convictions, learning from previous successful and unsuccessful cases and building public confidence.

Consideration of the 'Operation Soteria' pilot which trials innovative ways to deal with rape cases. These are based on robust perpetrator management, better understanding of data and better victim care

- i. Foster a supportive environment whereby agencies are mutually accountable for improving performance in relation to RASSO such as rape charging rates
- ii. Running alongside the Wessex RASSO Action Plan 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
- iii. Following publication of the HMICFRS inspection report on RASSO, due Autumn 2021, the WCJB will support delivery of national objectives
- iv. Better understand the reasons why victims decline or withdraw their support for the investigation and identify areas for improving victim engagement. Understanding the narrative around positive non-criminal justice outcomes for victims, to ensure we support victims the way they want to be supported
- v. To better enable contingency planning across the system, anticipated increases in demand for RASSO support services will be shared
- vi. Monitor local performance utilising national rape scorecards

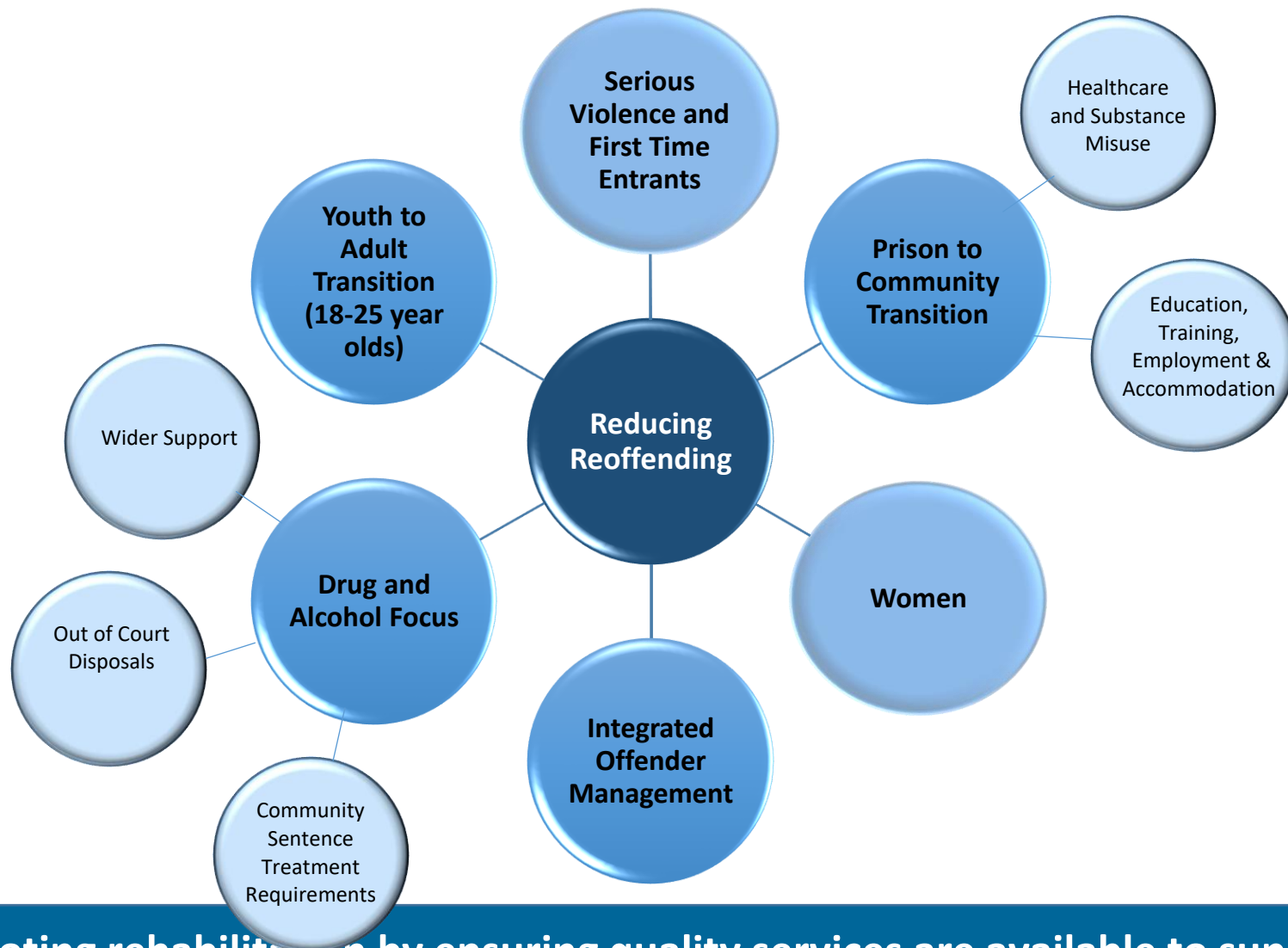
4.3 **Domestic Abuse <sup>2</sup>(DA):** Domestic Abuse Tri-Force Action Plan is being developed, building on the already established RASSO approach, to improve the joint response to domestic abuse in our local communities. Core principles include; building public confidence, improving casework quality and progression, effective use of digital capability and developing strategic partnerships.

- i. Taking learning from unsuccessful cases to improve confidence for victims to report and improve victim engagement to support prosecution

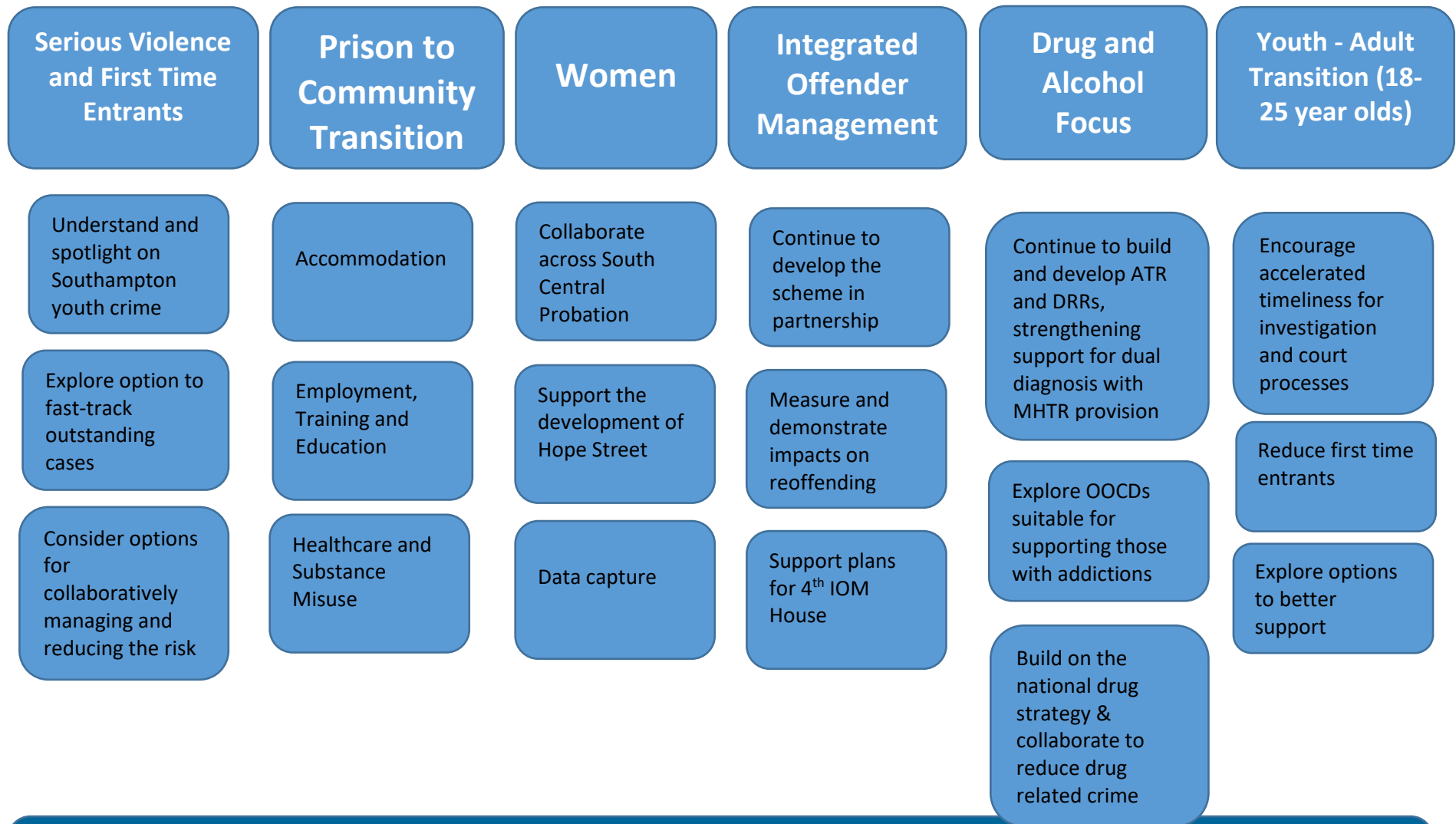
**Promoting rehabilitation by ensuring quality services are available to support reductions in offending**

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<sup>2</sup> Domestic abuse is defined as behaviour which is abusive by one person towards another person. The persons must be “personally connected” and aged 16 or over. Behaviour is to be regarded as abusive if it consists of any of the following: physical or sexual abuse, violent or threatening behaviour, controlling or coercive behaviour, economic abuse, psychological, emotional or other abuse



**Promoting rehabilitation by ensuring quality services are available to support reductions in offending**



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Through effective offender management criminal justice agencies not only safeguard existing victims but by providing effective support for people on probation we enable them to address their criminality and better equip them to avoid reoffending in the future. Agencies represented at the LCJB strive to have the most effective pathways in place to prevent and reduce offending and reoffending in adults and young people. By taking a whole-system, multi-agency approach to enforcement, early intervention, diversion and effective rehabilitation and utilising available technologies such as electronic tagging the LCJB will work collaboratively to better support those at risk of committing an offence. We commit to working together to achieve the priorities outlined within this strategy and through our commissioning sub-group will seek to proactively respond to opportunities for additional funding to support the needs of our communities.

## **1. Focus on Serious Violence and First Time Entrants by:**

- 1.1 Understanding and spotlighting on Southampton youth crime to collaboratively focus on reducing serious violence being committed by young people in the city
- 1.2 Explore options to fast track cases to ensure offences are dealt with expeditiously
- 1.3 Consider options for collaboratively managing and reducing the risk this group are posing within the reducing reoffending group

## **2. Improving the prison to community transition by:**

- 2.1 Focusing on accommodation on release, duty to refer and reducing the number of prisoners released to no fixed abode or unsustainable housing options
- 2.2 Supporting Probations plans to focus on achieving and sustaining Education, Training, Employment, particularly for those individuals being released from prison
- 2.3 Improving the continuity of healthcare and substance misuse services for prison leavers through supporting the roll out of Reconnect in delivering 'care after custody'. Reconnect will start working with service users before they leave prison and help them to make the transition to community-based services that will provide the health and care support that they need

### **3. Prioritise agencies understanding of the complex needs of females who are involved in offending and work towards the provision of a women focused service by:**

- 3.1 Working in collaboration with Thames Valley to align and promote Women's services across the South Central Probation Area including commitments;
  - \* that all women receive a Pre-Sentence Report prepared by a female practitioner
  - \* to deliver trauma informed practice
  - \* women only community payback placements
- 3.2 Continuing to support the development of Hope Street in Southampton which will offer a whole system, trauma informed service for Women in Hampshire
- 3.3 Understand and capture better data to support commissioning and performance improvements for women

### **4. Support the joint Integrated Offender Management (IOM) model through:**

- 4.1 Continuing to develop the IOM scheme in line with the national strategy, whilst retaining sensitivity to local requirements and needs
- 4.2 Measuring and demonstrating how the IOM model impacts on reoffending in Hampshire
- 4.3 Support the development of a 4<sup>th</sup> IOM house in the county

### **5. Build on the momentum developed following the From Harm to Hope: 10 Year Drug Strategy to focus on Drug and Alcohol misuse**

- 5.1 Strengthen the Community Sentence Treatment Requirement (CSTR) in Hampshire and the Isle of Wight through continuing to build and develop existing interventions for Alcohol Treatment (ATR) and Drug Rehabilitation Requirements (DRR) including establishing the support available for those with dual diagnosis through the Mental Health Treatment Requirement (MHTR) provision.

5.2 Continue to explore in partnership Out of Court Disposals (OCD) suitable for supporting those with addictions

5.3 Build on the national drug strategy and explore what wider services can be developed in partnership to reduce drug related crime

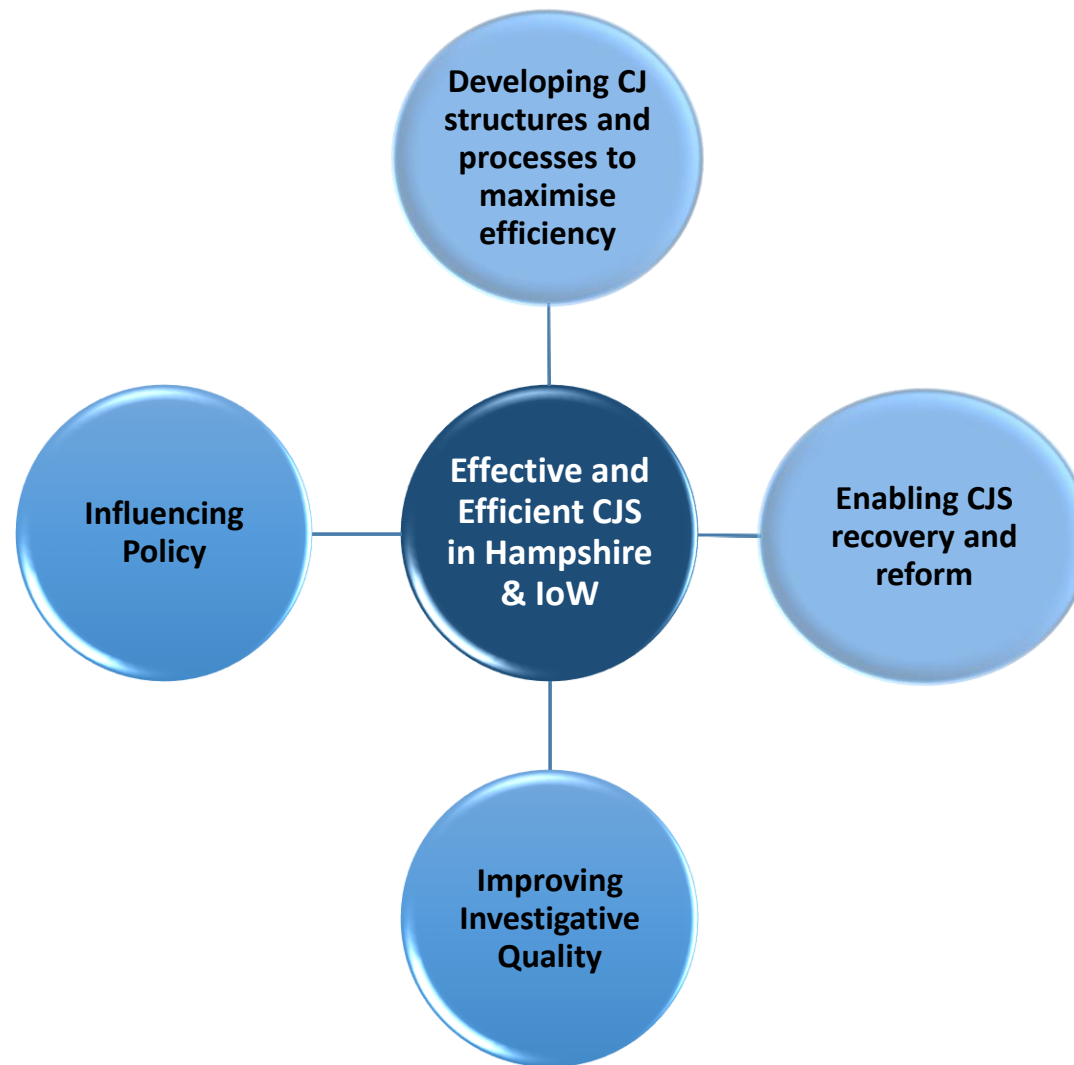
**6. Focus on the Transitional Age Group (age 18-25) by:**

6.1 Encourage accelerated timeliness for investigations and court processes for the 18-25 year old cohort

6.2 Reduce first time entrants from this age bracket

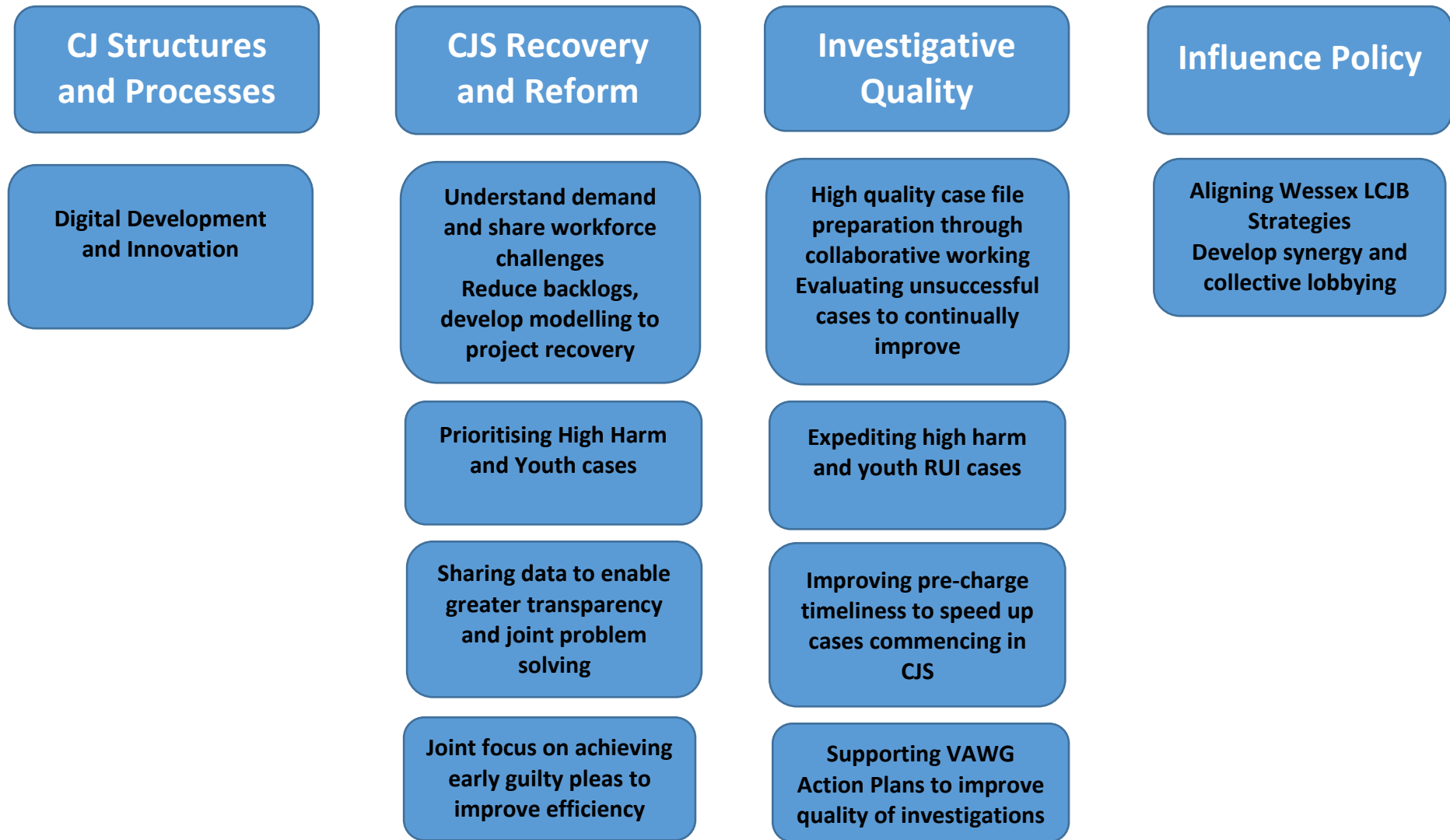
6.3 Explore opportunities to better support this group

**Delivering an effective, efficient and high quality Criminal Justice System in  
Hampshire & Isle of Wight by**



**Delivering an effective, efficient and high quality Criminal Justice System in Hampshire & Isle of Wight**





**Delivering an effective, efficient and high quality Criminal Justice System in Hampshire & Isle of Wight**

From a Victim's perspective, the progression of their case through the criminal justice system, from reporting to conclusion, should be seamless and yet the criminal justice system has no single owner and has been subject to regular change and reform. Hampshire and Isle of Wight LCJB commit to close and effective partnership working to ensure the system works as efficiently as possible to ensure high quality services and support is provided for victims and witnesses. Providing a modern digitalised Criminal Justice System is essential to enable successful outcomes and improve experience for all. The Hampshire & Isle of Wight Criminal Justice Board will identify opportunities to take new initiatives, nationally and locally, in order to develop innovative approaches to improve the service provided

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

- 1.1 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
- 1.2 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
- 1.3 Reviewing digital and video forum, to ensure effective mechanism and governance
- 1.4 Ensuring partnership structures and processes work as efficiently as possible

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

- 2.1 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

- 2.2 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
- 2.3 Focusing together on achieving early guilty pleas for efficiency and to help not build backlog, understanding and solving any barriers
- 2.4 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
- 2.5 Delivering in partnership the Courts 5 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
- 2.6 Keeping each other aware of agency challenges in respect of demand, workforce gaps, funding and support collaborative resolution
- 2.7 Engaging with the defence community ensuring a fair and effective justice system
- 2.8 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
- 2.9 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
- 2.10 Support delivery of national Criminal Justice Action Plan and CJS Scorecard when published

### **3. Improve investigative quality by:**

- 3.1 Expediting high harm and youth cases released under investigation as quickly and as effectively as possible to ensure quality justice for victims

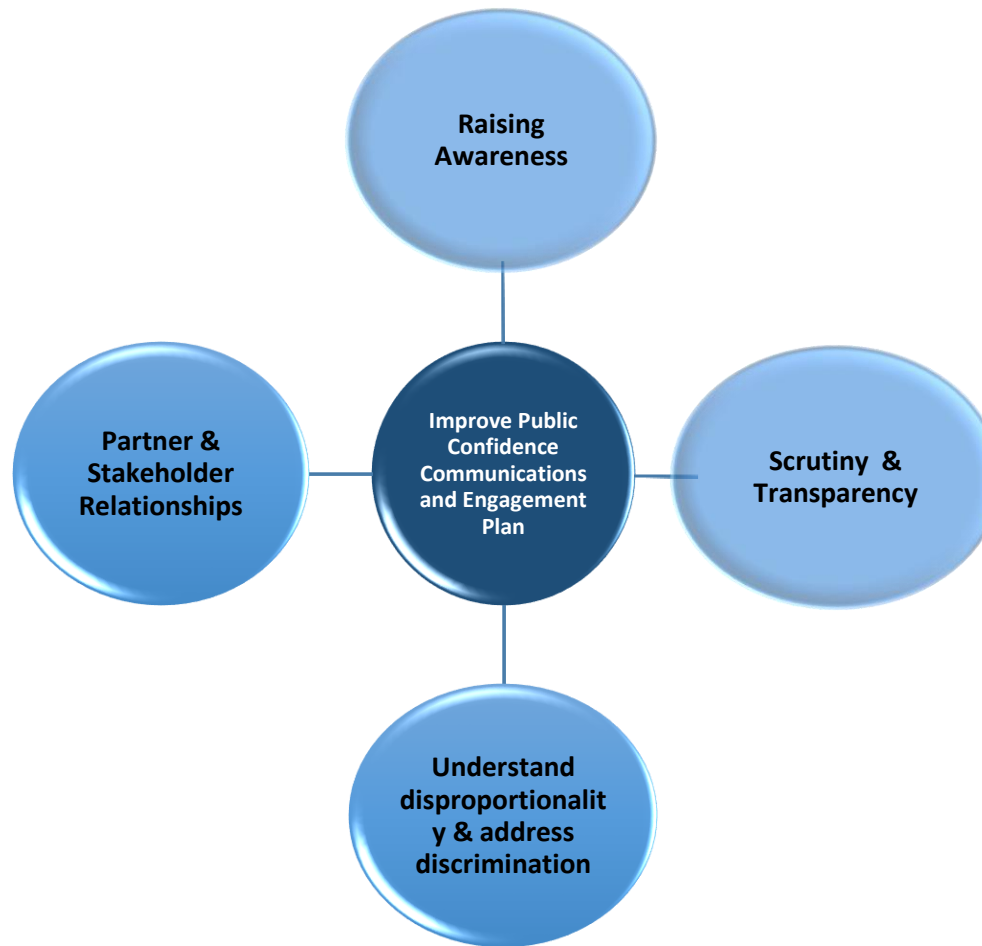
- 3.2 Working together to ensure criminal case file preparation is right first time, of high quality, fair and timely, enabling a smooth transition through the justice system.
- 3.3 Monitoring case file quality compliance, evaluating unsuccessful cases to ensure a culture of continuous learning and improvement
- 3.4 Speeding up cases commencing in the CJS by improving pre-charge decision timeliness focusing on the management and supervision of action plans
- 3.5 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
- 3.6 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
- 3.7 Monitor local performance utilising national and regional rape scorecards
- 3.8 Understanding activity around county lines in order to improve our collective response to this issue

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

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

## **Improve Public Confidence**

**Achieved through close partnership working, improving awareness within and of the Criminal Justice System and by delivering appropriate, timely justice**



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## **Raising Awareness**

**Develop Wessex wide forum and communications plan**

**Thematic campaigns and timely topical comments**

**Listen, engage and educate communities**

**Calendar of opportunities**

## **Partner & Stakeholder**

**Deliver internal communications across criminal justice and other stakeholder groups**

## **Scrutiny & Transparency**

**Develop structures to feedback scrutiny panel findings**

## **Understand Disproportionality & address Discrimination**

**Deliver against Lammy recommendations**

**Conduct and learn from local research**

**Explore cultural competency training for agencies**

## **Improve Public Confidence**

**Achieved through close partnership working, improving awareness within and of the Criminal Justice System and by delivering appropriate, timely justice**

It is hugely important that the public trusts that our criminal justice system deals with crimes and offenders according to the law while providing victims the support they need. Ensuring that the public have confidence that our criminal justice is fair and effective is not only vital for the successful functioning of the system but also for creating communities that feel safe.

The LCJB will do this by increasing awareness of the roles that all agencies play in the criminal justice system and the challenges they face. We will share and celebrate partners' successes in dealing with crime and also be prepared to communicate when things do not go as planned. This will be done by effective communication with the public and across the partnership.

## **1. Raising awareness on criminal justice and improve accessibility for all by**

- 1.1 Developing Wessex wide communication forum that develops and coordinates a partnership communications plan to support the criminal justice board priorities
- 1.2 Undertaking public facing thematic campaigns and commenting on timely topical news stories
- 1.3 Listening, engaging with and educating communities, including young people through schools and universities and targeted engagement with victims, people on probation and communities
- 1.4 Identifying calendar of opportunities for community events and promoting national awareness days

## **2. Support and develop justice partner and stakeholder relationships by**

- 2.1 Delivering internal engagement and communication to build confidence through:
  - Highlighting exceptional work by allowing all areas of the criminal justice system to have the opportunity to identify, acknowledge and nominate areas of outstanding work
  - Sharing and recognising RASSO/DA success stories and learning from scrutiny
  - Disseminating communication on the progress with CJS recovery to victims and stakeholders
  - Improving 'Sentencer' confidence in community sentencing options as an alternative to short custodial sentences and how this translates to public confidence (such as unpaid work)
  - Sharing and learning from partnership workforce recruitment and retention



- Internal training/comms to build confidence, focusing on areas such as Modern Slavery

### 3. Enable greater scrutiny and transparency on criminal justice practices and share and learn from the outcomes by

- 3.1 Developing structures to feed in scrutiny panel findings into the LCJB for monitoring, including
- Police Stop and Search
  - Out of Court Disposals and Restorative Justice
  - Violence Against Women and Girls / Domestic Abuse / Rape and Serious Sexual Offences

### 4. Understand disproportionality and address discrimination by

- 4.1 Delivering recommendations as set out in the Lammy Review 2017
- 4.2 Conducting research to support the evidence base regarding ethnic disproportionality and develop recommendations and an action plan (Wessex)
- 4.3 Encouraging cultural competency and internal training amongst partnership agencies

## Board and Sub-Groups Structure

**Hampshire  
& Isle of**

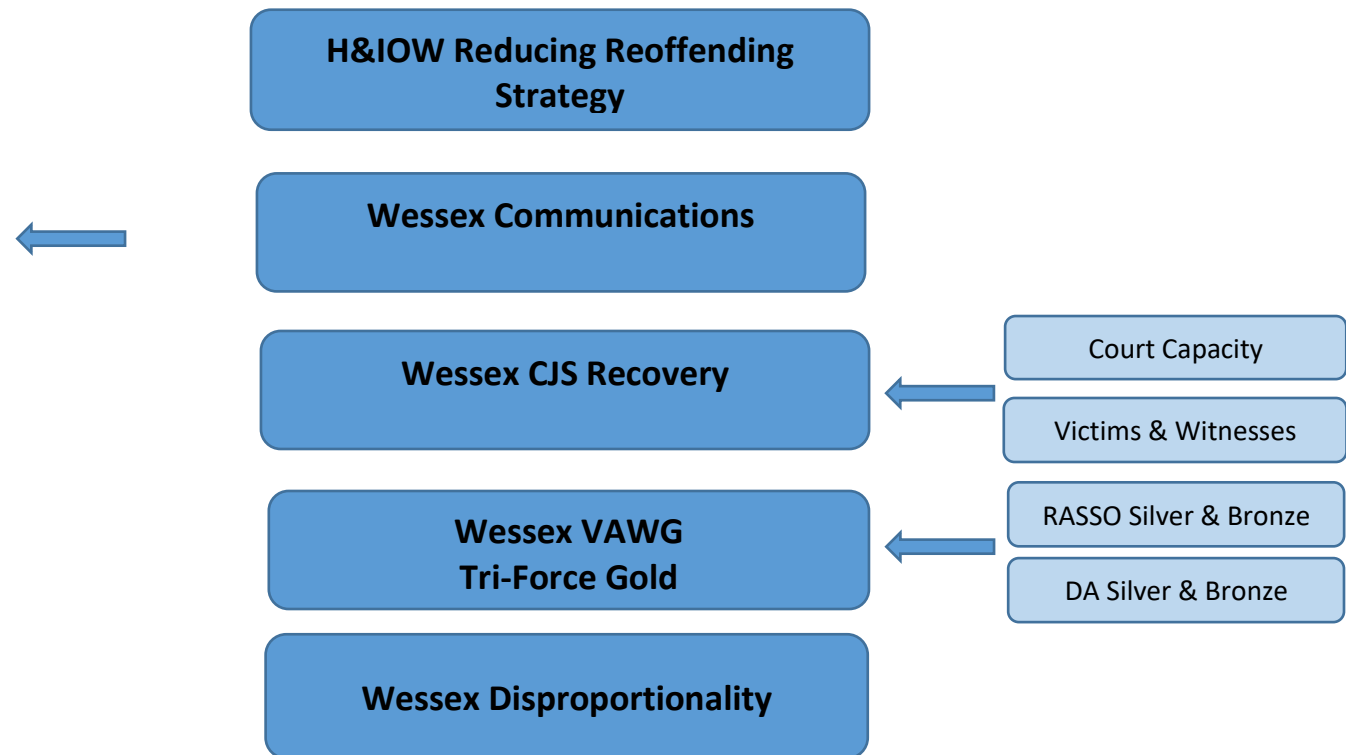
**H&IOW Victims & Witness**

**Wessex CJS Efficiency**

SPTPM & PTPM

Digital / Video

South Central Women



## Violence Against Women and Girls (VAWG)

## Criminal Justice and Local Authority forums and flow of information pan Hampshire &amp; IoW

