



# Voice Business Plan

April 2020 to March 2021

# Foreword



In my role as Police Fire and Crime Commissioner and as Chair of the Board of Directors for Voice I would firstly like to thank Fiona and the whole Voice team for their continued hard work and commitment over the last three years, and particularly in light of the current substantial challenges being faced by COVID 19. I am proud that Voice has

been able to continue to deliver a high level of service to victims and witnesses during this time. One example of this is their increased use of online technology to ensure victims and witnesses can still be supported, and I know Voice wish to continue to use these methods of communication into the future to increase the range of ways victims can access services.

Victims need to be at the heart of our services and therefore I have given additional funding to Voice in 2020 to ensure the needs of victims and witnesses are met in light of the current increased demand Voice are facing. Funding has been given to increase the capacity of the witness care team and to deliver support to victims of domestic abuse.

It was always the ambition that Voice would become a victim's hub for Northamptonshire and good progress has

been made. I am looking forward to seeing the further development of relationships, and activity undertaken with other local partner agencies, to ensure victims and witnesses are given a seamless journey, without the need to retell their story, and so that they receive the most appropriate support that meets their individual needs.

I commission Voice to deliver victim services across the county and it is my responsibility to hold them to account on behalf of council tax payers of Northamptonshire, to ensure that the services they deliver offer best value for money. My role also involves working with local criminal justice partners to provide an efficient and effective service, and victims should be at the heart of this. It is vital that victims' voices are heard so that their feedback informs future service delivery and so that they are confident in those services. I will therefore work with Voice to increase the opportunities for victims to be involved, and to ensure victim's feedback informs the service that is provided by Voice and the wider criminal justice system.

I look forward to working with Fiona and her team to ensure this business plan becomes a reality.

**Stephen Mold**

Police and Crime Commissioner for Northamptonshire





**As Chief Executive I'm very proud to lead Voice for Victims and Witnesses, and I'd like to welcome you to our 2020-21 Voice Business Plan.**

Our vision sets out the organisation that we want to be in the year ahead and we'll continue to focus on the objectives which underpin it.

Our vision is that Voice will deliver a range of personally tailored services that provide all the information, guidance, support and specialist help to victim's or witnesses when they need it. We'll work with staff, specialist services, victims and agencies to ensure victims are at the heart of everything we do and that our work will reach the wide and diverse community of Northamptonshire.

### **Our objectives are to deliver:**

- High quality casework
- Excellence in witness care service
- Public confidence
- Success of our people
- Continuous improvement
- **To deliver on behalf of multi-agency partner funders a county IDVA and MARAC service**

I'd like to thank all Voice staff and volunteers for their hard work over the past year and for their flexibility in dealing with the current Covid-19 pandemic. Their dedication to delivering high quality victim and witness services is still maintained at this time and this is due to their determination to provide the very best service across Northamptonshire. Their professionalism, skills and commitment enables victims to cope, recover and thrive from the crimes that they have been subjected to. I'm confident that we'll continue to support and care for individuals through their personal journeys and make excellent progress in our key priorities in the year ahead.

## Everyone at Voice contributes to providing high quality casework

### We will:

- Ensure that the service provides robust and effective coordination and case management to provide seamless support to victims and witnesses through referral and signposting to specialist services and agencies
- Embed a culture of continuous improvement through assurance reporting
- Embed a suite of key performance indicators within new contract providers which focus on improving service delivery
- Train new contract providers on our case management systems
- Review the performance data for Independent Sexual Violence Adviser (ISVA) services agreeing new performance framework for new contract
- Review resources and quality standards for ISVA's and Independent Domestic Violence Advisers (IDVA)
- Review the Marac process and implement E cins
- Review the Sunflower process and implement E cins
- Develop a comprehensive plan for the accreditation of future Restorative Justice Service

### Measured by:

- Increase in the number of incoming referrals from partner agencies and the public
- Reduce the amount of quality assurance non-compliance as performance improvements embed
- Quarterly reporting of performance measures and analysis of data and learning disseminated
- Monthly reporting of individual and team performance
- Quarterly reporting of ISVA Key performance indicators
- Quarterly reporting of IDVA key performance indicators
- Quarterly reporting of Marac key performance indicators
- Quarterly reporting of Road Harm Key performance indicators
- Quarterly reporting of CYP Key performance indicators.
- Analysis of quality assurance review's

# Excellence in witness care

## We will:

- Ensure robust and effective case management of cases to provide seamless support to victims and witnesses traveling through the criminal justice system
- Ensure effective referral and signposting to specialist services and agencies
- To adhere to the Victims Code and Witness Charter
- To have regular and meaningful contact with victims and witnesses
- Embed a culture of continuous improvement through quality assurance review
- Encourage high witness court attendance
- Support national criminal justice developments and initiatives

## Measured by:

- Performance review at Regional Victim and Witnesses Delivery Board
- Unsuccessful case review's
- Reduced amount of quality assurance non compliance
- Increased referrals to Citizen's Advice Witness Service
- Attendance at Local Criminal Justice Board
- Quarterly reporting of key performance indicators

## **The public has confidence that Voice will offer the very best support, care and advice to victims and witness' s within the county**

### **We will:**

- Continue to engage with external countywide agencies to promote the services of Voice
- Engage with the wide and diverse community of Northamptonshire to promote the services of Voice
- Continue to work with other existing partner agency service level agreements
- Create engaging social media campaigns that explain our work, and builds the public's understanding of our role and services
- Through our communications strategy engage the public, specialist services and agencies to drive awareness and confidence
- Raise the profile and awareness of the Witness Care Unit with external and partner's agencies
- Review the victims feedback satisfaction survey and increase completion rates
- Review current standards to ensure that all correspondence to victims, specialist services and agencies is high quality, clear and timely
- Promote the Restorative Justice Co-ordinator role in Voice to ensure every victim is offered the opportunity

to take part in a restorative justice approach

- Support county wide strategies, events and campaigns

### **Measured by:**

- Increased referrals form external agencies
- Continue to encourage public referrals to Voice
- Monthly dip sample of communications, and analysis of complaints
- Increase in the amount of victims taking part in restorative justice approaches
- Quarterly reporting of key performance indicators
- Analysis of quality assurance review's
- Attendance at community and professional events

# Support the success of our people

## We will:

- Review our current staffing model and volunteer model to ensure it meets our business needs.
- Build expertise and specialisms across all teams through recruitment and targeted training programmes
- Equip our managers with the skills to provide visible and engaging leadership.
- Empower leaders to foster a culture of learning where everyone takes responsibility for their own development, and progression is based on merit.
- Hold quarterly 'all staff meetings' and share quarterly performance and Board updates
- Continue to offer temporary promotion opportunities

## Measured by:

- Number of participants undertaking training and successful completion of specialism training and analysis of participant feedback from training programmes
- Review of personal development plans to encourage movement within roles in Voice
- Feedback from staff via biannual staff survey
- Engaged staff recognise the importance of owning their own development and there is a 100% compliance rate in completion of the new development plans

# Support the success of our people

## We will:

- Ensure that Voice grows as an entity and that opportunities for funding are pursued in order so the sustainability of services can be maintained
- Ensure that not only directly delivered services, but those contracted to third parties provide excellence and value for money services to victims
- Review with staff and stakeholders our Standard Operating Practices to ensure contract changes are identified, putting in place amendments, ensuring continual improvement
- Work with Victims and Witnesses to improve the service we provide ensuring that the voice of the victim is built into all processes
- Review all performance data and adverse cases to ensure lessons are learned and disseminated
- Consider opportunities for new models of resourcing for ISVA and IDVA services

## Measured by:

- Successful retender of contracts and value for money gained
- Implement new KPI's and monitor quarterly new contracts including analysis of ISVA, CYP and Road Harm data at contract meetings
- Implement updated SOP by 01/06/2020
- Monthly review of exit surveys to improve service provision
- Monthly analysis of performance data and adverse cases



# Our values



## Respect

- Treat everyone with honesty, courtesy and sensitivity
- Show tolerance for viewpoints that differ from your own
- Resolve matters in a fair and respectful manner
- Act professionally and ethically
- Explain our decisions and be honest if we make a mistake

## Empathy

- Show compassion and kindness
- Be responsive to people's feelings
- Aim to be friendly, considerate and approachable
- Care for the wellbeing of all those who use our service

## Diversity

- Are fair, impartial and non-judgemental
- Assess an individual's needs and find appropriate solutions
- Know there is no one size fits all in meeting people's needs
- Speak up against discrimination, harassment or misconduct

We are funded by Northants Police Fire and Crime Commissionaire and partner agencies to deliver Victim and Witnesses services to victims of crime who are residents of Northamptonshire. Our work interlinks closely with the OPFC office, you can find out more by accessing the below links to view their current plan:

<https://www.northantspcc.org.uk/police-and-crime-plan/>