



# Voice Business Plan

April 2024 to March 2026

# Introduction



**As Chief Executive I am very proud to lead Voice for Victims and Witnesses, and I would like to welcome you to our 2024-26 Voice Business Plan.**

Our vision sets out the organisation that we want to be, in the year ahead we will 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 will 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.

# Introduction (cont)

## 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 leading lights accredited IDVA service and MARAC service.

We have seen an extremely busy few years as the demand for our services continues to grow. I am always pleased to see the dedication that all staff demonstrate daily to deliver the very best services to victims and witnesses of crime. I would like to thank all Voice Staff and volunteers for their exceptional hard work over the past year. Their professionalism, skills and commitment enable victims to cope and recover and thrive from the crimes that they have been subjected to.

As a service we have helped victims and witnesses who are struggling with the ongoing cost of living crisis so they can access the support they need, and we have applied on their behalf for funds and resources to support them. We will continue to work with partners to achieve justice for victim/survivors of Domestic abuse and Sexual Violence so everyone can be safe at home or when out in their communities. We will work with criminal justice partners to ensure victims and witnesses are able to give their best evidence and the impact of delays in listing cases are kept to a minimum. I am confident that we will continue to support and care for individuals through their personal journeys and make excellent progress in our key priorities in the year ahead.

A handwritten signature in black ink, appearing to read 'Fiona Campbell', is positioned above the printed name.

**Fiona Campbell**  
Chief Executive

# 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.
- Utilising QLIK for performance data and review Voice performance framework.
- Agreeing with partners county wide joint performance framework for DA/SV.
- Achieve Safe Lives accreditation for the Voice IDVA service.
- Work with partners to establish a funding envelope for the Crisis IDVA roles, Complex IDVA role and Diversity and Inclusion IDVA, DVDS IDVA, SIDVA and part time IDVA roles beyond March 25.

## 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 team performance.
- Quarterly reporting of ISVA Key performance indicators.
- Quarterly reporting of IDVA Key performance indicators.
- Quarterly reporting of MARAC key performance indicators.
- Analysis of quality assurance reviews.
- A robust evaluation of the additional IDVA roles funded by the Ministry of Justice to inform future business cases.
- Utilising quality assurance data to identify gaps in service provision to develop and increase equity of access.

# 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.
- Support implementation of the Victims Bill.
- 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.
- To engage and monitor local and national potential changes to service delivery keeping the Victim and Witness centric.

## Measured by:

- Performance review at Regional Victim and Witnesses Delivery Board.
- Unsuccessful case review's.
- Reduced amount of quality assurance noncompliance.
- Increased referrals to Citizen's Advice Witness Service and Probation Victim Contact Scheme and Victim Notification Scheme.
- 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 county wide 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 and develop the Voice website, mobile site that explains 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.
- Deliver training and bespoke training to partner agencies to raise awareness of services and knowledge and education of the impact of crime.

## Measured by:

- Increased referrals from external agencies.
- Number of self-referrals to Voice, and the range in demographics.
- Monthly dip sample of communications, and analysis of complaints.
- Increase in the number of victims taking part in restorative justice approaches.
- Quarterly reporting of key performance indicators.
- Analysis of quality assurance reviews.
- Attendance at community and professional events.
- Review of feedback and outcome monitoring.

# Support the success of our people

## We will:

- 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 share quarterly performance and celebrate success.
- 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 and OPFCC.
- Feedback from staff via staff surveys.
- Engaged staff recognise the importance of owning their own development resulting in 100% compliance rate in completion of the development plans.

# We will continuously improve the way we work

## We will:

Ensure that Voice grows as an entity and that opportunities for funding are pursued in order that the sustainability of services can be maintained.

- Review the commissioning model for Voice for long term funding stability.
- Ensure that not only directly delivered services but those contracted to third parties provide excellence and value for money services to victims.
- Work Partners to identify demand analysis, surge demand and forecasting national issues to ensure costs can be covered.
- 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.

- To engage with relevant reviews and implement learning inclusive of Domestic Abuse Related Death Reviews, Safeguarding Adult Reviews, Child Safeguarding Practice Reviews and Rapid Reviews.

## Measured by:

- Contract and partnership agreements in place for 5-year future financial period supporting current work streams.
- Successful retender of contracts and value for money gained.
- Monitor quarterly new contracts including analysis of ISVA, CYP and Road Harm data at contract meetings.
- Monthly review of exit surveys to improve service provision and developing other ways in which more victims can have their say about the service they receive.
- 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 are honest if we make a mistake.

## Empathy

- Show compassion and kindness.
- Are 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.

Voice for Victims and Witnesses are part of Northants Police, Fire and Crime Commissioner team and deliver victim and witness services to victims of crime who are residents of Northamptonshire. You can find out more by accessing the below links to view our current plan:

[Police, Fire and Crime Plan 2021-2026 - Northamptonshire Police & Fire Commissioner \(northantspfcc.org.uk\)](https://www.northantspfcc.org.uk)

[Voice Northants | Voice for Victims & Witnesses](#)