

ITEM



COMISIYNYDD
HEDDLU A THROSEDDU
DYFED-POWYS
POLICE AND CRIME
COMMISSIONER



Heddlu Police
DYFED-POWYS

POLICING BOARD REPORT

PURPOSE: Policing Board – Victim and Witness update

Timing: Policing Board – 9th April 2018

Title: Victim and Witness update

Business Area Impact: Operational Policing/Criminal Justice

Executive Summary:

This report provides key updates in respect of victims and witnesses as commissioned by the Victim and Witness Group.



COMISIYNYDD
HEDDLU A THROSEDDU
DYFED-POWYS
POLICE AND CRIME
COMMISSIONER



Heddlu Police
DYFED-POWYS

Introduction

Victim satisfaction is a key outcome of the Police and Crime Delivery Plan. The Victim and Witness Group maintain oversight of the victim and witness business area, with the overall aims to:

- Maintain and seek to improve service delivery to all victims and witnesses.
- To ensure that victims and witnesses are at the heart of the criminal justice system.
- To ensure that the rights of victims and witnesses are maintained, from report to resolution.
- To improve Victim Satisfaction and Public Confidence.

A high level of victim satisfaction is a key outcome. The formal Home Office reporting requirement is no longer in place, allowing victim satisfaction performance to be tailored in line with Force priorities and the Police and Crime Plan. Paul Morris is currently preparing a report outlining options for future provision of the service for consideration by the Group.

Victims Services, commissioned by the OPCC were brought in-house from 1 April 2018. Pre 1st of April, Victim Services were provided by Victim support. Based in Police Headquarters, they were remotely managed from Cardiff. There was very little interaction with police officers, other departments and external agencies. Staff did not have access to force systems and therefore working almost in the blind when processing referrals, compromising the quality of the service provided to the victims. Goleudy was developed to address a number of these key issues.

A year into the contract, the below provides an over-view of progress to date.

Structure:

Goleudy encompasses two teams, Victim Services and Witness Care Team.

Goleudy ensures a seamless provision of care for victims and witnesses throughout the Criminal Justice process; offering an enhanced service that victims are entitled to, providing end to end case management throughout, from report to resolution.

Goleudy as it stands comprises:-

Service Manger x 1	-Funded OPCC
Victim and Witness Supervisor x 1	-Funded CJD
Victim Care officer x 3.8 (4 Officers)	-Funded OPCC
Victim & Witness Support Officer x 1.8 (3 Officers)	-Funded OPCC
Witness Care Unit x 3.5 (4 officers)	-Funded CJD
Volunteers – 5	

Additional resources from January 2018:-

Temporary Victim and Witness Support Officer x 2	-Funded by the OPCC
--	---------------------

Additional resources from April 2018 (ASB Transfer):-

Victim and Witness Support Officer x1	-Funded by OPCC
Senior Supervisor x1	-Funded by OPCC
Vacancies: 72 Hour void (Currently 21 hours have been absorbed by current staff as additional hours)	-Funded by OPCC

Goleudy have 18 volunteers – 12 of which are newly appointed and have only recently undertaken and completed their training. A further recruitment drive will be held in September 2018, with a target set to recruit a further 15 volunteers across the force area.

Initial Backlogs:

Goleudy inherited a backlog of 790 cases from Victim Support, some of these cases were back dated to February 2017, therefore victims appeared to be waiting an approximate two months before having contact from support services. Victim Support did offer to 'manage' this backlog "quickly". The Project Team lead identified that this would be achieved by Victim Support by reducing the contact methodology (ie instead of attempting to contact the victims three times over five working days, they would contact the victims once/twice before closing the case). This was the norm when dealing with 'pinch periods', such as staff holidays, peak referrals etc. Given that the team were continuously working with reduced resources, this reduced contact methodology almost became normal practice.

The above backlog was successfully managed and addressed by June 2018 by Goleudy Staff.

Issue with Data:

The 'Victim Support Demand' paper submitted to the Executive Board in March 2017, stated that care should be taken when interpreting the breakdown of the demand as there are a number of discrepancies in the Victim Support supplied data, and subsequently went on to evidence and provide examples of several inaccuracies.

An internal target, created by Goleudy, has been to contact all victims within 72 hours (from receipt of referral). Should no contact be made, further attempts will always be made (5 attempts over 5 days) followed by a letter/or SMS (if appropriate) to ensure that all victims are provided with Goleudy's contact details, should they require support in the future.

There are also issues with the Police data.

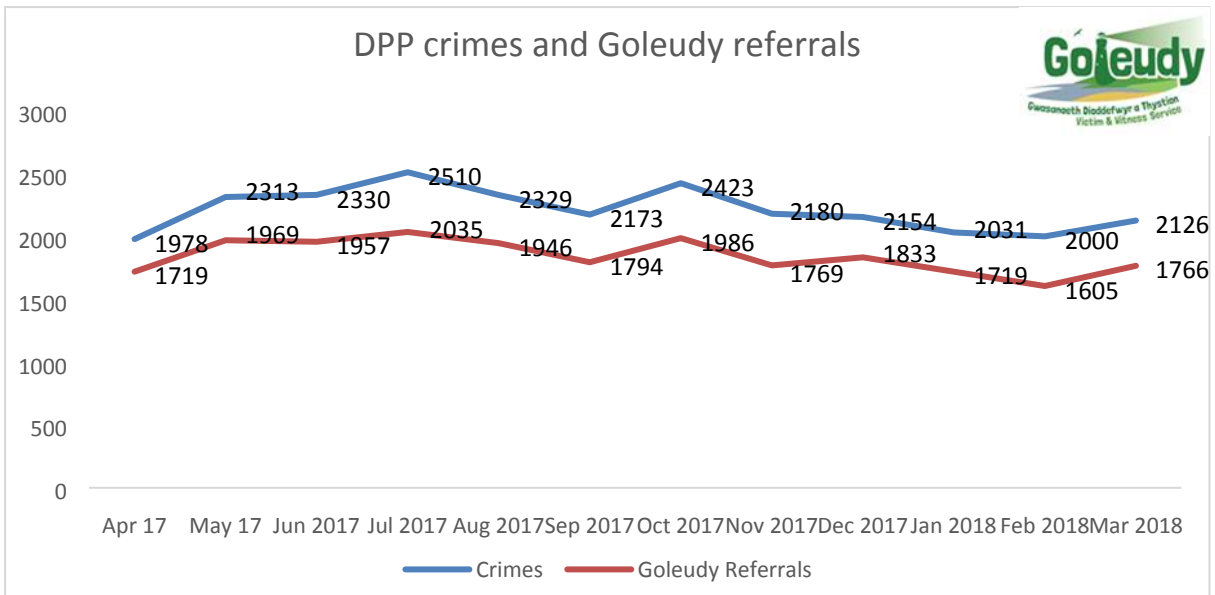
Goleudy's internal case management system – Case Hub Tracker (CHT), has been under review since April 2017 and despite considerable effort by both Goleudy and IS & T, several SPRINT Work Items remain outstanding. Some of these Work Items relate to improving the software to ensure that it is an effective and robust case management system. A considerable amount of the SPRINT items were to enable Goleudy to provide sufficient data to the OPCC in relation to the Key Performance Indicators.

Since January 2018, the IID Department, have also been heavily involved in order to develop and provide performance data on QlikView (following an unsuccessful attempt to abstract data through Kibana to produce performance data). IID have questioned the level of detail that the current KPIs and raised concern that they are simply management indicators and not performance indicators.

Despite Goleudy now having a presence on Qlik View, unfortunately, much of the data that has been received to date, has not been informative or indeed meaningful. Moreover, some of the data is contradictory, unable to be interpreted effectively, or simply missing (this is due to a combination that there isn't sufficient data to retrieve, as many of the fields being populated had only been recently developed and also due to the complexities surrounding capturing the data, IS&T were still in the process of developing the system. (It is noteworthy that the CHT system has grown from 1- 2 platforms where data can be retrieved, to 40 plus).

Following discussions with the Police and Crime Commissioner, it has been agreed that the current KPI's be reviewed as a matter of urgency to ensure that all have a clear aim and purpose for each measure.

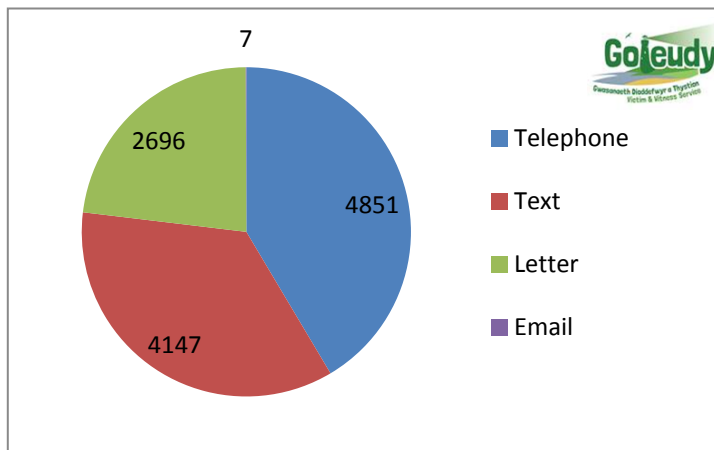
REFERRALS:



Goleudy referrals are mirroring the current crime levels. On average the number of cases received daily is 66. As regards to the above data – checks are currently being undertaken by the IID team to ensure that all data is being captured, particularly in regards to Action Fraud referrals and Domestic Abuse cases as there appear to be some inaccuracies. Since 15th January 2018, Goleudy have manually recorded that they have received 88 referrals from Action Fraud.

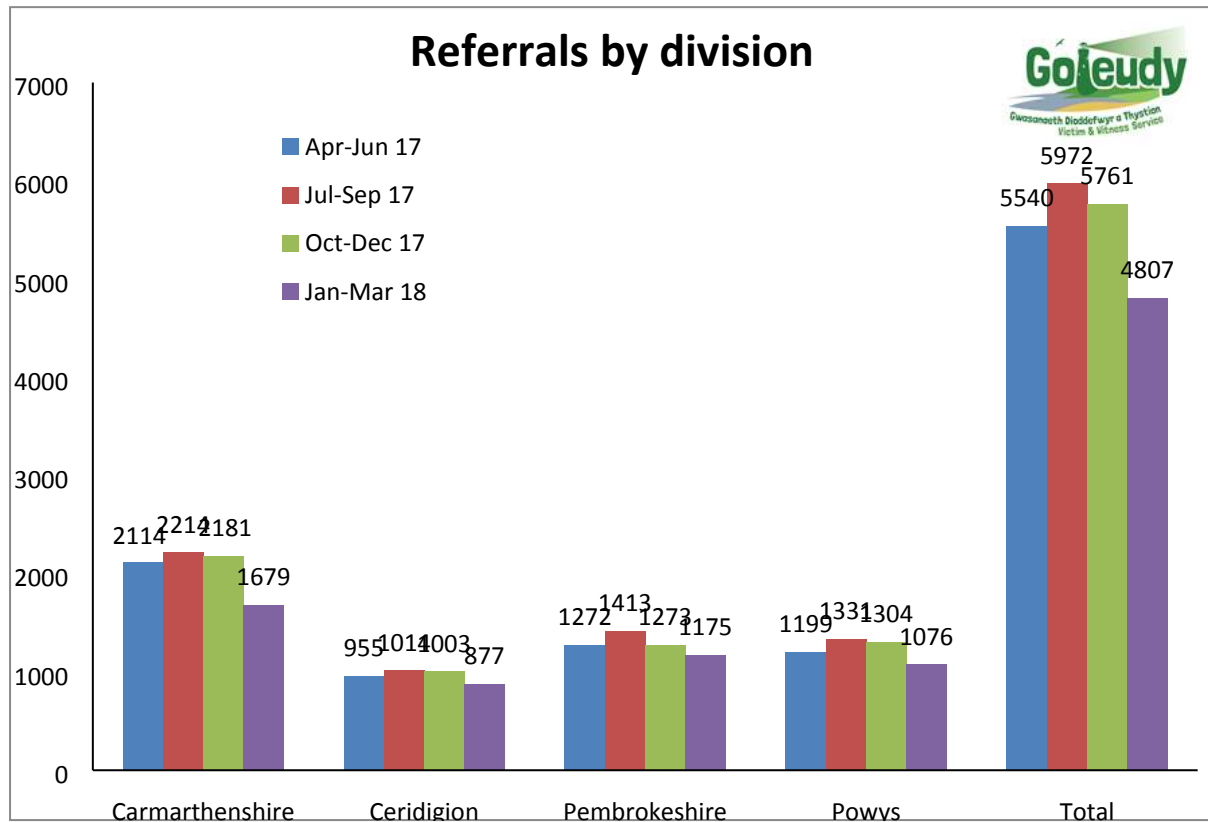
During the first two quarters there were many occasions where referrals were received, however were unable to be progressed due to very scarce information. As a result of educating and increased communication between OICs and Goleudy staff, this has reduced considerably. Staff are now able to retrieve, view and assess all the rich data of the crime that officers have captured. This in turn has enabled the team to provide a more tailored approach.

88.27% of all referrals receive a full needs assessment. The average monthly referrals to Support Officers, who case manage serious and sexual victims of crime as well as those identified with complex needs, is 29 cases per month.



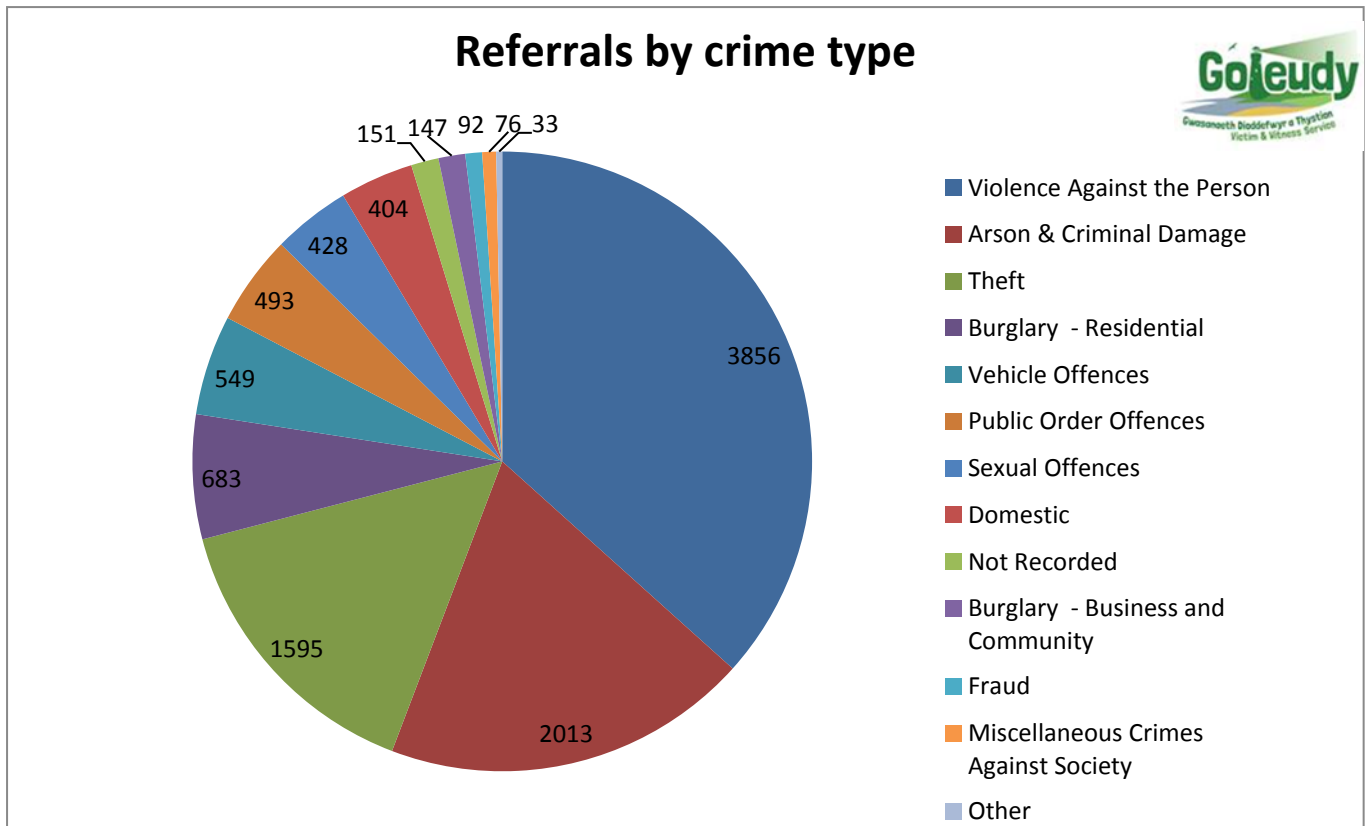
More insight is needed as which contact methodology utilised, resulted in successful contact being made – such data would then inform the most appropriate way initial contact should be approached. IID state that the current format of CHT makes retrieving such data virtually impossible.

Goleudy have actively moved away from scripted responses on initial contact. It is felt that every contact should be tailored and delivered to that particular victim and their circumstances.



Support officers will be based within stations across the force area. Co-location will promote a more effective service to victims, as well as providing officers with a single point of contact for victim queries. Currently, Powys and Ceredigion have their own dedicated Goleudy Support Officers, by the 16 April, 2018 Pembrokeshire will also host two support officers in Haverfordwest. Carmarthenshire will host a Support Officer in Ammanford, once this position is filled. (All support officers will have a base but will be actively encouraged to attend all stations within their divisions on a regular basis).

Since 1st April, 2017 Goleudy has received 25 referrals from Victim Support. In contrast, on average, Goleudy are referring 8 cases per month to Victim Support (where the victim does not reside within the Dyfed Powys Area). No data is available as to how many cases were referred pre-1st April, 2017, however staff have questioned the lack of referrals received to date.

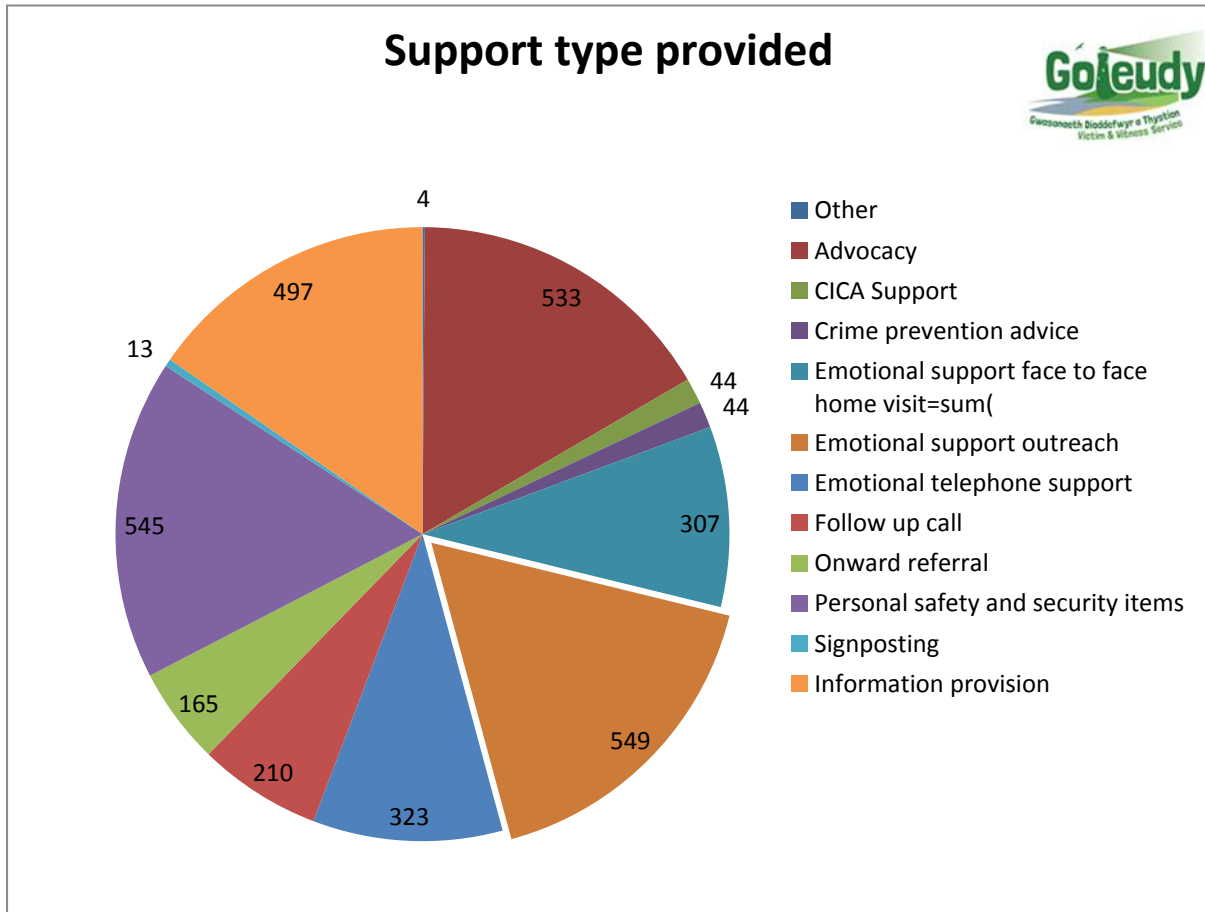


From October 2017, Goleudy agreed to manage and support medium risk Domestic Abuse Victims as an interim measure. Two Support Officers have recently been appointed, on a six monthly temporary contract. All officers will hold a generic caseload, this is to ensure that every division will have a Support Officer that can effectively manage all case types. A Victim may have several needs, ie be a victim of theft but later discloses Domestic Abuse, therefore it is imperative that the victim is not passed from one specialist officer to another – a holistic needs-responsive approach is taken by Goleudy to ensure an enhanced service to all victims.

Self Referrals

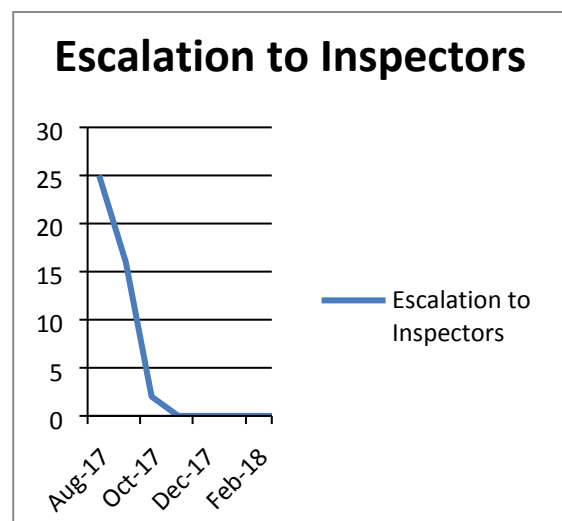
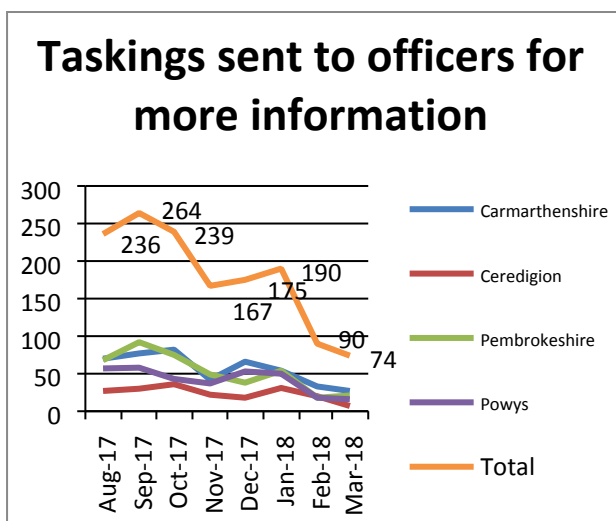
Self-referrals are one area that Goleudy wants to improve upon. Although no data has been provided to date, over the next year Goleudy is determined to improve public awareness of the service.. A robust communications strategy is needed to ensure that as a public facing service, the communities across Dyfed Powys force area are fully aware of the service provided. Goleudy team will be actively attending many events and festivals across the divisions throughout 2018, including the National Urdd Eisteddfod and Royal Welsh Show as well as attending colleges/universities, Health Centres, Supermarkets and Libraries.

Support offered



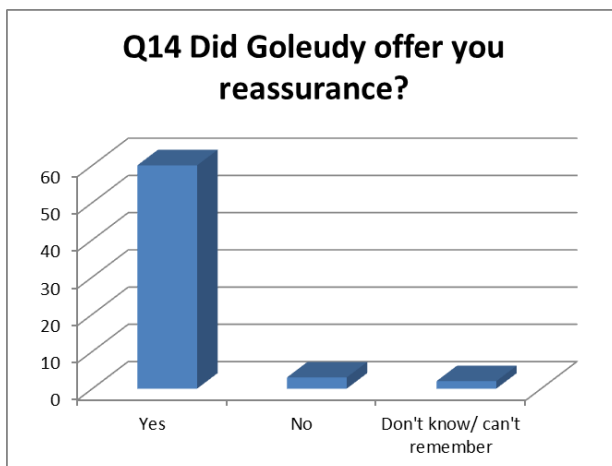
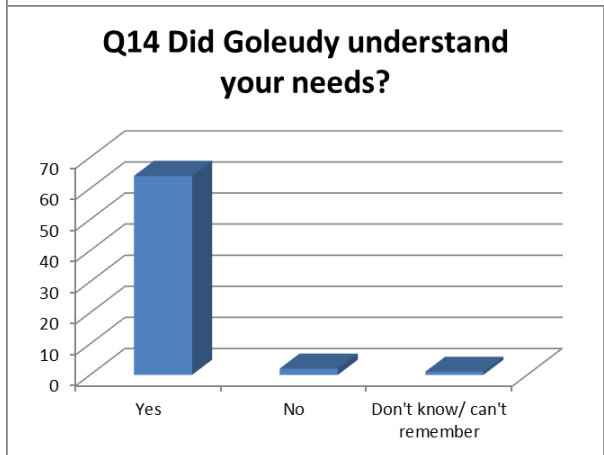
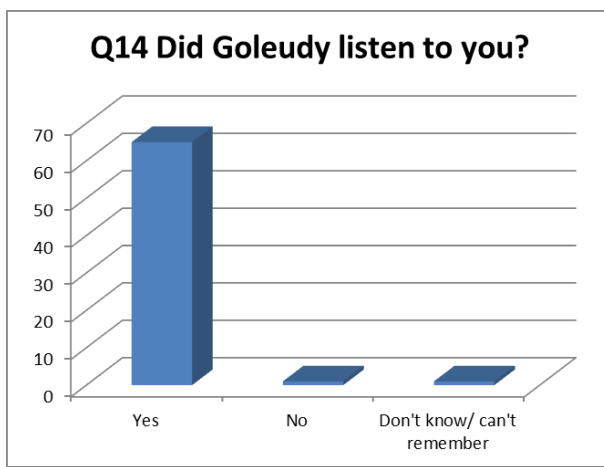
Currently the Force does not have an accurate method of recording victims of repeat offences or those who have been deemed vulnerable.

Service Recovery



In regards to Service Recovery, the team have been manually collating, since April 2017, all cases where the victims have not been updated accordingly per VCOP. In order to aid service recovery at the earliest opportunity, the team have been providing gentle nudges to the OIC, to contact the victim. Should this not occur within 5 working days (taking into account DMS) the case is then escalated and highlighted to Inspector. As the above data illustrates – between November 2017 and March 2018 there has been no escalation to Inspector.

Victim Satisfaction feedback re Goleudy



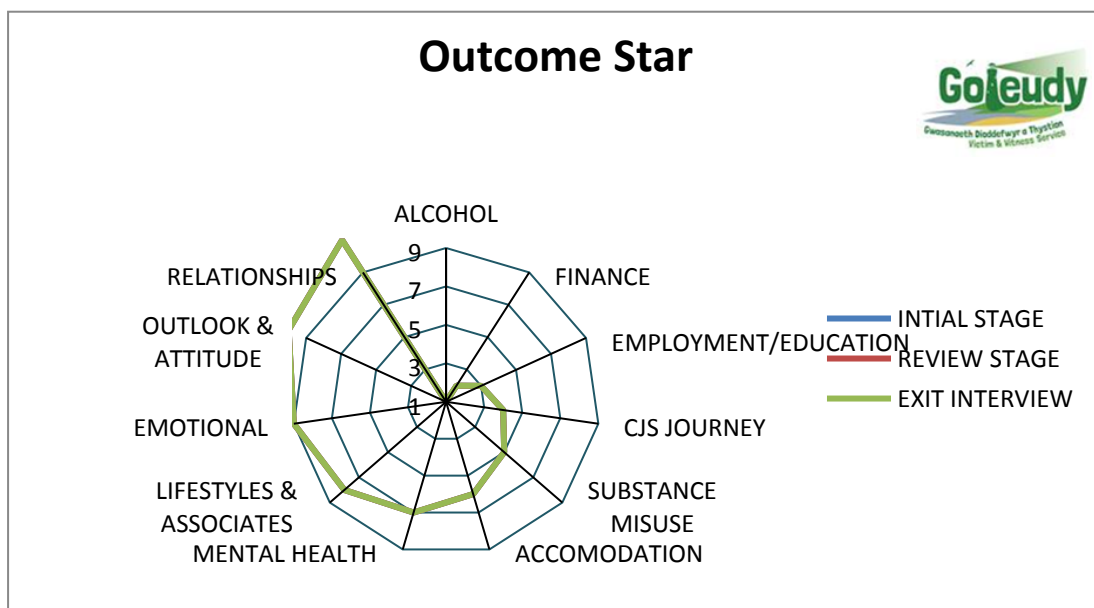


Whilst the feedback is very positive, care needs to be taken in respect of the sample size (8.75%).

Goleudy Exit Questionnaire

Data still awaiting to be collected by IID – it is important to understand what victims want from our service – if we can understand what victims value in service delivery, with what they find un-helpful within our processes/contact methodology/services – we will be a position in the future to monitor and refine our service delivery and provision in the future.

Outcome Star



As requested by the OPCC, Goleudy have devised an 'Outcome star'. The Outcome star attempts to plot the journey of the victim whilst they are supported by Goleudy and involved in the Criminal Justice System, to identify and explore the victim's needs to ensure that their support plan is both relevant and effective.

The Outcome Star is a tool that will help support and measure change when working with victims of crime. It aims to empower victims and encourages collaboration and integration for all involved. This tool will help plot the victims journey – motivating victims to see change or progress that has been achieved within specific areas. It will provide data to demonstrate and evidence the impact Goleudy as a service has on victims. The tool will also help to identify what is working and what can be improved for the future. (All data will be shared with the Police and Crime Commissioner to ensure that future commissioned services are both relevant and targeted specifically for Dyfed Powys) The Outcome star is the key vehicle by which Goleudy officers and volunteers will work with victims to support them to meet their individual support needs.

The Outcome Star scoring system uses a 10-1 sliding scale, 1 indicating = Poor/Negative/Complex entrenched issues, 10 indicating =Excellent/Positive/No issues. Goleudy Support Officers will undertake the above at three intervals - Initial stage, Review Stage and Exit stage.

Data is not available to date from IID in regards to the above, as CHT has only recently been updated with the new template. Feedback received through supervision, however illustrates that in the main Victims Mental Health, Finance, Relationships and Emotional are the key factors for Support Plans.

Anti-Social Behaviour

As from the 1st April, 2018 Goleudy Victim and Witness. Goleudy will only be managing medium and high ASB cases, and will be solely concentrating on providing a victim led service. Goleudy are currently working closely with the Crime and Harm Reduction Unit to ensure that their new updated version of MAVIS provides a seamless referral process for victims into Goleudy.

Case Study



Assault with Injury
Case Study.docx

Conclusion:

This year has been a year of considerable change and development, and that through partnership working with the OPCC office and internal departments, Goleudy referral pathways are becoming embedded.

Goleudy is also now providing a stable and supportive working environment for all team members. Staff receive on-site management and supervision. Initially, staff that were transferred over from Victim Support demonstrated a limited knowledge base and operational experience and were in need of intensive support from management. It was clear that there are significant gaps in both knowledge and skills. This is being addressed; a full review of all training has been undertaken and all staff have received a variety of training including risk assessment, Domestic Abuse and DASH training, Disclosure Safeguarding issues and Mental Health training.

During the year Goleudy have taken over responsibility for medium risk domestic abuse victims and also action Fraud. From 1 April 2018 this has been extended to include anti-social behaviour. The current priority is to fully embed these service provisions. Whilst Goleudy were honoured and delighted to receive recognition by the Peel Effectiveness Report published in March 2018 as best practice for supporting victims, we are fully aware that there remains much to do if victims are to be truly placed at the heart of the criminal justice system.

Irene Davies Jones
Assistant Director Criminal Justice