



Voice Business Plan

April 2021 to March 2022

Introduction



As Chief Executive I am very proud to lead Voice for Victims and Witnesses, and I would like to welcome you to our 2021-22 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
- Services on behalf of multi-agency partner funders a county IDVA and MARAC service

I would like to thank all Voice Staff and volunteers for their exceptional hard work over the past year, for their flexibility and embracing change when dealing with the ongoing Covid pandemic. Their dedication to delivering high quality victim and witness services has been maintained at this time and this is due to their determination to provide the very best service to victims and witnesses across Northamptonshire. Their professionalism, skills and commitment enables victims to cope, recover and thrive from the crimes that they have been subjected to.

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.

In 2021 Voice have been successful in its bid to the Ministry of Justice to further develop its IDVA provision. The bid contained a Diversity and Inclusion IDVA that will focus on increasing Sunflower and Voice's reach to diverse communities, and particularly to those of a BAME background, a Complex IDVA post to work with clients where there are added complexities such as mental health, substance use, homelessness or poverty. In addition, the grant will allow the recruitment of three Crisis response IDVAs who will work closely alongside Northamptonshire Police, attending domestic incidents at peak demand times on a Friday and Saturday night once the perpetrator of the abuse has been removed, with the aim of utilising the "window of opportunity" to encourage people to be referred to support, to the wider Sunflower service.



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.
- Review the performance data for the new Complex Independent Sexual Violence Adviser (ISVA) service agreeing new performance framework for new contract.
- Embed the use of the dynamic dash in referrals.
- Embed the use of tasking actions through E-Cins to Marac attendees.
- Develop a comprehensive plan for the Safe Lives accreditation of the Voice services.
- Work with partners to establish and further develop pathways and working practices for the Crisis IDVA roles, Complex IDVA role and Diversity and Inclusion IDVA role.

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 review's.
- A robust evaluation of the additional IDVA roles funded by the Ministry of Justice to inform future business cases.

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 local trial blitz exercises ensuring the Victims voice is heard
- 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 county wide agencies to promote the services of Voice.
- Engage with the wide and diverse community of Northamptonshire to promote the services of Voice through a new Inclusion and Engagement Board.
- 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 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 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.
- Working with partners to identify demand analysis, surge demand and forecasting national issues to ensure costs can be covered.
- 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 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 bi annual 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.

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.
- Ensure that not only directly delivered services but those contracted to third parties provide excellence and value for money services to victims.
- Work with 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.

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 01/09/2021.
- 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 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 Commissioner and partner agencies to deliver Victim and Witnesses services to victims of crime who are residents of Northamptonshire. Our work interlinks closely with the OPFCC 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/>