

Dorset Criminal Justice Board Plan 2019 - 2021

Vision, Aims and Purpose

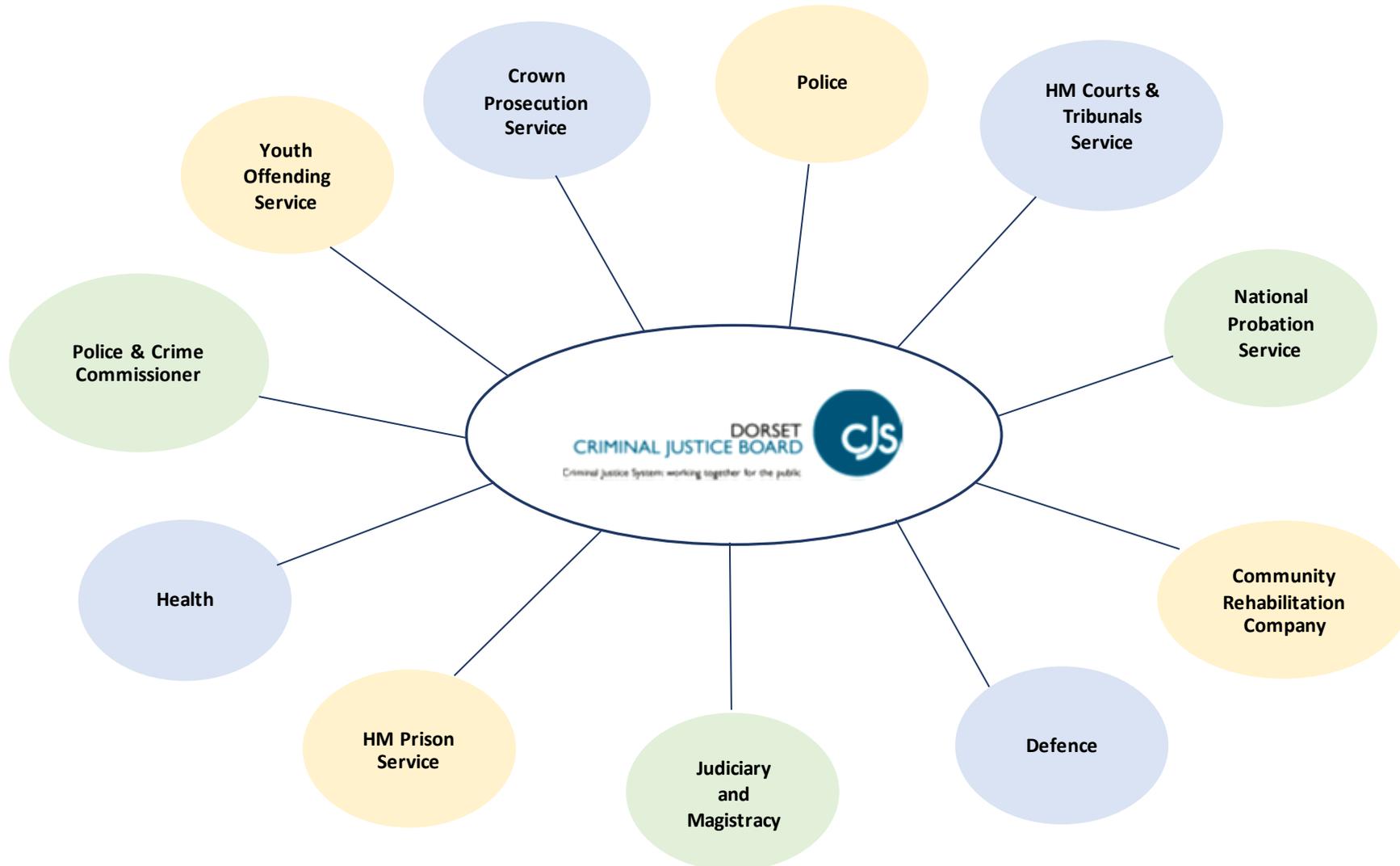
The **vision** of the Dorset Criminal Justice Board (DCJB) is to deliver, in partnership, the best possible criminal justice service to the Dorset community.

The Board **aims** to provide an effective Criminal Justice System, focusing on offering a high standard of service to victims and witnesses, protecting the public, promoting the rehabilitation of offenders and reducing crime.

Our **purpose** is to challenge, collaborate and inform to ensure the overall system in Dorset is working effectively and efficiently.

Dorset Criminal Justice Board Partners

Dorset Criminal Justice Board (DCJB) brings together the 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. It is vital that criminal justice agencies have a shared understanding and are unified in their ambition, to work together in the most efficient and effective way possible, to focus on improving justice outcomes both for victims of crime and for people who offend.



Priorities 2019 – 2021

The Dorset Criminal Justice Board (DCJB) have produced this focused strategy with a strong vision that sets out criminal justice system direction, areas for improvement and the resources required to address local priorities. The strategy has been developed through a local assessment of risk and joint planning. It is aligned to national priorities and in step with existing delivery programmes led by the DCJB delivery groups. Opportunities were identified to reduce duplication and utilise existing information and governance structures. Learning from others and work to date are also incorporated within this strategy.

Provide support to victims and witnesses throughout the Criminal Justice System

Promote the rehabilitation of offenders with particular focus on vulnerability, and to reduce crime

Deliver an effective and efficient Criminal Justice System in Dorset

Promote confidence in the Criminal Justice system by better informing the people of Dorset

PRIORITY – Provide support to victims and witnesses throughout the Criminal Justice System

Oversee Criminal Justice partners' compliance with Victims Code of Practice (VCoP)	Co-ordinating victim feedback	Promote and monitor use of Restorative Justice	Identify gaps in service provision for vulnerable or hard to reach victims	Improve court experience for Victims & Witnesses (V&W)	Effective management of Domestic Abuse (DA) cases
Support national development of VCoP compliance framework	Understand current victim surveys / feedback requests	Review performance and consider how to increase referrals	Focus on knife crime victims declining to support prosecution	Understand and address the decline in V&W attendance	Monitor DA performance to identify areas for improvement
Identify areas for improvement and implement changes	Identify improvements and escalate nationally	Analyse performance to establish growth and expansion of partners referring	Wider link with the SARC (Sexual Assault Referral Centre) partnership board	Consider V&W when moving Crown Court trials	Review compliance with national DA Best Practice Framework
					Deep dive to improve Evidence led prosecutions

Priority - Provide support to victims and witnesses throughout 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 also increases confidence in the criminal justice system and improves outcomes across the board. 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. We will ensure we are informed by listening to victims' views to work together to provide a seamless system by undertaking the following:

The Victim & Witness partnership sub-group from the DCJB is the delivery forum

1. Overseeing Criminal Justice partners' compliance with the Victims Code of Practice by:

The Victim Code of Practice sets out a minimum standard for the services that must be provided to victims of crime. It is important that victims of crime know what information and support is available to them from reporting a crime onwards and who to request help from if they are not getting it.

- 1.1 Following publication of the Victims Strategy, support the national development of a compliance framework
- 1.2 Using the data captured locally, identify and challenge any gaps in partners' compliance and highlight interdependencies, creating an action plan to improve the service provided to victims

2. Co-ordinating victim feedback by:

- 2.1 Firstly understand the current position across all agencies regarding victim surveys and requests for feedback
- 2.2 Establishing a clear picture of how contact is made with victims to provide feedback and frequency across all partners
- 2.3 Reviewing alternative methods for effectively obtaining victims feedback and escalate nationally for consideration

3. Promote and monitor use of Restorative Justice (RJ) by:

- 3.1 Continuing to gather RJ performance data and regularly monitor source of referrals, trends with crime types and sharing qualitative information regarding cases

3.2 Exploring alternative opportunities to promote the use of RJ through close partnership working

4. Identify gaps in service provision for vulnerable victims by:

4.1 Building on police research identifying problem profile of victims declining to support knife crime prosecution. Developing action plan to support this harder to reach cohort (**delivery forum for this work programme is yet to be agreed by the DCJB**)

4.2 Ensuring the Victims & Witness sub group has links to the SARC Partnership Board and understand the governance

5. Improve court experience for victims and witnesses by:

5.1 Continuing to reduce the impact on victims and witnesses due to unavoidable movement of trial location. Including, timely communication, increased information sharing as to specific vulnerabilities, in order to improve listing decision making

5.2 Increasing the number of effective trials in the Magistrates' court and reducing the number of witnesses called to court unnecessarily. Monitor this through trial scrutiny panels in each court area, identifying the reasons for cracked and ineffective trials and implement the actions required to avoid recurrence of the causes. Ensure a consistent approach and share best practice to identify areas necessary to improve

5.3 Exploring innovative ways for victims and witnesses to give evidence remotely

5.4 Understanding and address the reasons why there has been a decline in victim and witnesses attendance at court to give evidence and identify what improvements may be able to be put in place

6. Effective management of Domestic Abuse cases by:

6.1 Improving domestic abuse prosecution and victim experience by monitoring Magistrates' court performance to identify areas for development. This includes arrest rate, timeliness, trial effectiveness, conviction rate and production of pre-sentence reports on the day. Be mindful of the reduction in sitting days at Bournemouth court and to consider this when reviewing performance

6.2 Reviewing compliance with the national cross CJS Domestic Abuse (DA) Best Practice Framework. Ensuring the domestic abuse courts are complying with the components highlighted in the Specialist Domestic Abuse Court (SDAC) Guidance which includes multiagency approach to

address risk management and safeguarding procedures, Independent Domestic Violence Advisor (IDVA) support, well trained staff across all agencies and in court services

- 6.3 Undertaking a deep dive exercise to understand why there is less success in achieving successful outcomes for ‘evidence led prosecution’ cases (where a witness is not supportive of the prosecution). A deep dive into the prosecution picture to understand the practical challenges and see what needs to be done to improve, this will initially be undertaken by police and CPS. This also links to understanding the key factors that impact on victims and the nature of the support and engagement they receive

- 6.4 Supporting the Crest research project exploring where and how the principles of swift and certain justice play the most effective role across the offender journey and throughout the victim’s experience of the criminal justice system. Where in the system do we need to be faster and more effective and when is it better spend time building relationships to foster better outcomes?

Victims & Witnesses Performance Framework
Victim Code of Practice 5 high level measures
Victim satisfaction data
Restorative Justice referrals, completions and feedback
Knife Crime and proportion of victims not supporting
Number of CC trials moved at late notice
Unsuccessful outcomes due to victim & witness reasons
Cracked and ineffective trials
DA court performance measures
DA Best Practice compliance
Successful outcomes for ‘evidence led prosecution’ cases

PRIORITY – Promote the rehabilitation of offenders with particular focus on vulnerability, and to reduce crime

Promote joint working, ensuring co-ordinated approach

Provide a joint Integrated Offender Management approach

Reduce number of prisoners being released with no suitable accommodation

Provide a Women focused service

Effectively link to South West Regional Reoffending Board

Improve response to crime within prison setting

Share best practice

Establish steering group to review cohort

Explore joint commissioning

Establish working group to scope the needs of women in the Criminal Justice System (CJS)

Four regional priorities – Women, Short term sentences, Youth transition and Veterans

Police to review procedures for prison crime investigation teams

Focus on outcomes that reduce reoffending

Take learning from inspection pilot feedback

Focus on early intervention and diversion from CJS

Wessex wide working group to focus on fast tracking prison crime

Consider the bigger picture of family support

Longer term to expand beyond the CJS

Priority – Promote the rehabilitation of offenders with particular focus on vulnerability, and to reduce crime

By preventing offending the Criminal Justice agencies not only prevent victims but also aim to provide the right level of support to enable offenders to address their criminality and better equip them to avoid reoffending in the future. The DCJB wants to have the most effective pathways to prevent and reduce offending and reoffending in both adults and young people through appropriate enforcement, early intervention, diversion and effective rehabilitation. The DCJB will work with partners across the Criminal Justice System to better support those at risk of committing an offence.

To work in alignment with the priority areas identified in the Pan Dorset Reducing Reoffending Strategy 2018-2021

1. Promote joint working, ensuring co-ordinated approach by:

- 1.1 Assessing the effectiveness of services for both service users and their families, focusing on outcomes that reduce reoffending
- 1.2 Sharing best practice
- 1.3 Considering the bigger picture of family support

2. Provide a Joint Integrated Offender Management (IOM) approach by:

- 2.1 Establishing a partnership steering group (initially CRC led) under the Reducing Reoffending Sub-Group, to review the current IOM cohort. This will look to explore the opportunities of engaging with a short term custody cohort across both NPS and CRC service users as one of the strands as this cohort has been identified as a challenging, often non-compliant group who are at risk of being drawn into more serious offending and links with the priorities of the SW Regional Reoffending Group
- 2.2 Exploring pooling budgets and wrap around intensive work
- 2.3 Taking the learning from the inspection pilot feedback in particular focusing on more of a partnership/shared approach to cohort selection

3. Reduce number of prisoners being released with no suitable accommodation by:

- 3.1 Exploring joint commissioning in relation to accommodation services

4. Provide a women focused service by:

- 4.1 Initially defining the issues and gaps through a scoping exercise to be undertaken by a partnership working group under the Reducing Reoffending Strategy Group (NPS led). With a view to developing a women's 'one-stop shop' option to focus on the complex needs of women, pulling together services, address mental health needs and be trauma informed, encouraging high engagement of the third sector/voluntary organisations
- 4.2 Being informed by partnership data made available by health and criminal justice partners
- 4.3 Linking in to relevant academic work to support such as the Female Offender Strategy – June 2018
- 4.4 Outcomes focusing on early intervention, diversion from criminal justice and meeting the needs of women when they come into contact with criminal Justice
- 4.5 The longer term proposal is to expand beyond the CJS, following the initial scoping work

5. Effectively link to the South West Regional Reoffending Board by:

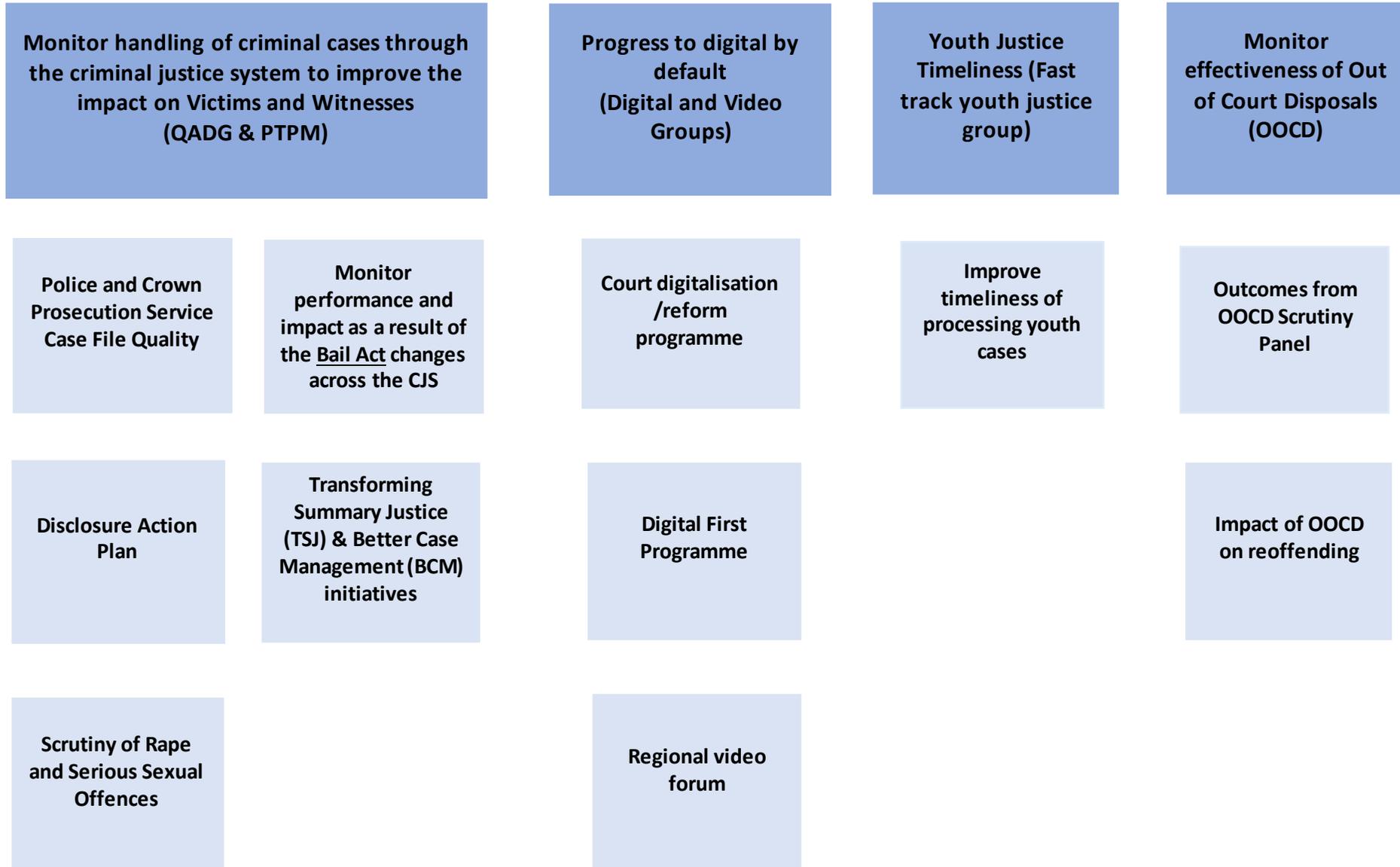
- 5.1 Ensuring synergy with SW Regional Reoffending Board priorities – Women, Short term sentences, Youth to Adult transition and Veterans

6. Improve response to crime within the prison setting by:

- 6.1 Police to review their procedures around prison crime investigation, within the prison estate
- 6.2 Scoping a Wessex wide working group to focus on fast-tracking serious prison crime (led by CPS) to reduce the risk of the cohort being led into further crime

Reducing Reoffending Performance Framework
Published reoffending rates
IOM reoffending rates and inspection action plan
Sustaining suitable accommodation on release
Women reoffending rates and successful diversions
Prison crime timeliness and outcome rates

PRIORITY – Deliver an effective and efficient Criminal Justice System in Dorset



Priority – Deliver an effective and efficient criminal justice system in Dorset

From the Victim’s perspective, the progression of their case through the criminal justice system, from reporting to conclusion, should be seamless, with no delay or disruption. There should be end-to-end coordination across all justice agencies, understanding the demands and implications, ensuring any risks to delivery are identified and managed through collaborative working. A fully established modern digitalised criminal justice system is essential to providing an effective and efficient service with successful outcomes and better experiences for everyone. The DCJB should identify opportunities to take new initiatives, nationally and locally, in order to develop innovative approaches to improve the service provided.

The Wessex Criminal Justice Efficiency Board, acts as the decision forum for the resolution of multi-agency issues arising from the effective delivery of justice across the Wessex region and is supported by a number of sub-groups to deliver outcomes on these issues.

1. Monitor handling of criminal cases through the CJS to improve the impact on victims and witnesses by:

- 1.1 Police and CPS collaboratively maintaining focus on sustaining improvements in the quality and early decision making of prosecution case files and the procedures which support effective case management at court, sharing the common objective of delivering a high quality service to victims and witnesses
- 1.2 Ensuring that all procedures relating to the disclosure of relevant material that either undermines the prosecution case or assists the defence are dealt with fairly in accordance with the Criminal Procedure and Investigations Act (CPIA) and implement the joint CPS and Police plan to meet the National Disclosure Improvement Plan
- 1.3 Maintaining scrutiny of rape and serious sexual offence cases through performance monitoring and conduct a peer review to learn best practice
- 1.4 Understanding the impact of the Bail Act changes on performance across the criminal justice system in the Wessex area, to enable action plans to be put in place to address and improve
- 1.5 Continuing to deliver the national Transforming Summary Justice and Better Case Management initiatives through improvement plans and monitoring of performance at Magistrate and Crown courts.

2. Progress to digital by default in Dorset improve efficiency and effectiveness and outcomes by:

- 1.1 Continuing to identify collaborative opportunities for efficiency, arising from the implementation of national digital working projects at a local level

1.2 Continuing to engage with the regional video forum

1.3 Exploring feasibility for video enabled justice opportunities to improve service provided to vulnerable victims and witnesses and to offer a more cost effective alternative for police officers giving evidence. Continue to work with colleagues across the south west region to learn and share best practice

3. Improve youth justice timeliness by:

3.1 Identifying delays in the system for cases where young people are defendants

3.2 Addressing and monitoring improvements through the fast track youth justice group

4. Monitor the effectiveness of Out of Court Disposals (OCD) by:

4.1 Following the implementation of the Two Tier OCD Framework, understand the impact on reoffending

4.2 Monitor outcomes and trends from OCD Scrutiny Panel reviews

Effective & Efficient CJS Performance Framework
Police/CPS file quality
Disclosure KPI's
RASSO measures including charge rates, volumes and conviction
Bail/Release Under Investigation data
Timeliness
TSJ & BCM
Video link usage
Youth justice timeliness
OCD reoffending rates, outcomes and trends

PRIORITY – Promote confidence in the Criminal Justice System by better informing the people of Dorset

Increase public awareness through the Modern Slavery Campaign

Increase public confidence with a focus on rape attrition and domestic abuse

Publish DCJB Annual Review and Strategic Plan

Recognise outstanding contribution to the Criminal Justice System

Review and support outcomes from the Racial Disparity Conference

Educate the public and practitioners

Collective working to develop framework

DCJB Award at Annual Dorset Police Ceremony

Oversight of Disproportionality Action Plan

Priority – Promote confidence in the Criminal Justice System by better informing the people of Dorset:

It is important that the public has trust in the system that deals with crimes and offenders according to the law while providing victims the support they need. Ensuring the public believe the criminal justice system is fair and effective can be important for the efficient functioning of the system.

The DCJB will do this by increasing awareness of the roles that all agencies play in the criminal justice system and the challenges they face. The DCJB will share and celebrate partners' successes and also be prepared to communicate in times of crisis. The DCJB has committed to place a greater focus on raising awareness of modern day slavery and also increasing confidence on rape attrition and domestic abuse. This will be done by effective communication with the public and across the partnership.

1. Increase public awareness through a Modern Slavery Campaign by:

- 1.1 Educating both the public and practitioners who come into contact with people exploited by modern slavery to identify the signs and take appropriate action

2. Increase public confidence with a focus on rape attrition and domestic abuse by:

- 2.1 Acknowledging that public confidence is low at this time, the DCJB have agreed that focusing on violence against women and girls is a good place to start raising awareness
- 2.2 Working collectively to establish a good framework in order to be sustainable
- 2.3 Raising public confidence will lead to an increase in victims and witnesses reporting crime and supporting prosecutions
- 2.4 Providing oversight and governance to ensure that existing areas of work are joined up

3. Recognise outstanding work across the CJS at the annual award ceremony by:

- 3.1 Allowing all areas of the criminal justice system across Dorset to have the opportunity to identify, acknowledge and nominate areas of exceptional work for the DCJB Award and publicising the winning entry

4. Review and support outcomes from the Racial Disparity Conference by:

4.1 Considering feedback from the conference 'No Place for Hate, a prejudice free Dorset'

4.2 Taking oversight of the Disproportionality Action Plan

Public Confidence Performance Framework
Modern Slavery reporting and conviction rates
Rape & DA reporting rates
Media coverage
Disproportionality Action Plan

How we will work together

Close and effective collaborative working by criminal justice agencies across the Dorset Criminal Justice Board sub-groups is essential to deliver the shared priorities of the local partnership.

