



Association of
Police and Crime
Commissioners



PCCs MAKING A DIFFERENCE

PUTTING VICTIMS FIRST IN FOCUS

Transforming the services provided for victims - putting them
at the heart of the criminal justice system

PCCs MAKING A DIFFERENCE PUTTING VICTIMS FIRST IN FOCUS

Foreword from APCC Victims Portfolio Leads:
Sophie Linden, London's Deputy Mayor for Policing
and Crime and **Julia Mulligan**, North Yorkshire
Police, Fire and Crime Commissioner

Transforming the services provided for victims - putting them at the heart of the criminal justice system



This **Putting Victims First In Focus** highlights eleven innovative projects undertaken by Police and Crime Commissioners (PCCs), Police Fire and Crime Commissioners (PFCCs) and Mayors, which demonstrate how they are putting victims first and making a positive difference to the lives of victims of crime throughout England and Wales.

“ PCCs, PFCCs and Mayors have responsibility for commissioning the majority of local services to help victims of crime, ensuring they are supported throughout the criminal justice process and have access to the support services that they need to help them cope and recover. We do this by working in close partnership with other stakeholders such as local authorities, health services, specialist third sector organisations and charities.

“ We have an integral role to play in helping victims of crime and in ensuring that the victim is at the heart of the criminal justice system. In our Police and Crime Plans, which are based on the community's needs, we set out the strategies that we have developed to prevent and detect crime and to support victims.

“ PCCs, PFCCs and Mayors also have responsibility for monitoring how the criminal justice system locally is meeting the needs of victims, ensuring that victims are receiving their entitlements under the Victims Code of Practice.

“ In this publication you will find examples of how we are making a real difference in putting victims first and taking forward innovative work at a local level in how crime is tackled, and victims and survivors supported. Examples include: West Mercia's new Victim Advice Line; new and enhanced Domestic Abuse Support Services throughout North Yorkshire; Gloucestershire's new Rape and Sexual Abuse Centre; introduction of Victims' Services Coordinators in Manchester; launch of a consistent quality assurance framework for victims' services in Sussex, the first of its kind in the UK; the appointment of London's first independent Victims' Commissioner; and how improved restorative justice services in Devon and Cornwall helped the parents of young woman who was killed by a hit and run driver.”

Foreword from Parliamentary Under Secretary of State,
Edward Argar MP

“ I am delighted to be able to contribute to this publication, which showcases how Police and Crime Commissioners (PCCs) are using their local knowledge and innovative working practices to make a real difference for victims in their areas. The importance and unique nature of PCCs’ role, their passion for, understanding of, and dedication to their local areas and the people that live there are key to helping deliver our vision for victims.

“ As Victims Minister I have been fortunate to have witnessed first-hand some of the fantastic and pioneering work being delivered by PCCs. I want to ensure that that we are fully focused on the issues that matter most and on those that will make a difference to victims’ experiences of the justice system, both from a local and national perspective. Following publication of the first ever cross-government Victims Strategy I ast September, I know that my officials have worked closely with PCCs to bring about further progress, such as improving compliance with and amending the Victims’ Code. To that end, we will shortly be publishing the first of our consultations on strengthening the Victims’ Code and I hope that all PCCs will take the opportunity to share their views with us.

“ We have an opportunity to build on the successes we have already seen following publication of the Victims Strategy, through close partnership working and embracing a spirit of collaboration. I remain fully committed to working closely with PCCs building on all that has been and continues to be done locally in making sure that victims have access to the services to which they are entitled and receive the support they need and deserve.”



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01

Dyfed-Powys
PCC Dafydd Llywelyn

INDEPENDENT DOMESTIC VIOLENCE ADVISORY SERVICES

PUTTING VICTIMS FIRST BY IMPROVING DOMESTIC ABUSE VICTIMS' SERVICES

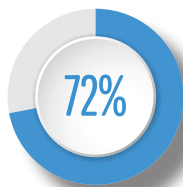
To improve support for victims of domestic abuse, Dafydd has worked closely with four local authorities to jointly commission a single contract for the provision of Independent Domestic Violence Advisory (IDVA) Services for high risk victims across the entire Force area, along with funding additional support for victims at any level of risk.

Dafydd has been working with partners to ensure that victims are provided with the best possible services in what is one of the most rural and challenging geographical areas in England and Wales.

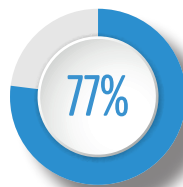
*“ I recently instigated a developmental piece of work to **improve victims' experiences of Independent Domestic Violence Advisory (IDVA) services**. Previously there were five separate contracts in place across the Force area, which created a confusing pathway for victims and professionals and increased the risk of inequitable and disparate provision to victims. I have worked closely with the four Local Authorities across Dyfed-Powys to jointly commission a **single contract for the provision of IDVA services across the entire Force area**. This has ensured a holistic, seamless delivery of service for victims. It has also enabled us, as commissioners, to secure additional resources for our investment, resulting in both improved services and increased value for money in challenging financial times.*

“ The newly commissioned service ensures that IDVA provision is available within courts across the area and is working closely with health partners to ensure victims are offered support at what is often the vital first contact with frontline health services. This is a particularly exciting area of development and I look forward to seeing where it leads the service.”

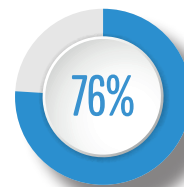
EARLY OUTCOMES FROM THE SERVICE ARE EXTREMELY POSITIVE, WITH:



72% of clients saying that they feel better able to cope with aspects of everyday life upon exiting the service



77% feel better informed and empowered to act



76% of clients report increased feelings of safety



PUTTING VICTIMS FIRST BY IMPROVING DOMESTIC ABUSE VICTIMS' SERVICES

FEEDBACK FROM SERVICE USERS OUTLINES THE TRUE VALUE OF THE SERVICE:

“ I do not feel I would have coped if it wasn't for the support of the IDVA. She never judged me; she supported me and kept me updated throughout, taking me to the refuge at the worst time of my life. I want to thank my IDVA from the bottom of my heart for everything she has done for me, she has been an angel in my life. ”

“ I cannot stress enough the value of this support, women in my position are at their most vulnerable, desperate and emotionally stressed, things can quite easily go wrong, there are lots of days when it seems easier to go back to the abuser rather than find the strength to stand alone, having someone who is sensible, sensitive and knowledgeable at this time has been invaluable to myself and my daughter. I cannot thank you enough for the service you offer. ”

Dafydd continued: *“ To further support this development, I have provided **additional investment** into ‘Goleudy’, my initial point of contact service for victims and witnesses, to allow them to support domestic abuse victims classed as standard or medium risk according to their DASH risk assessment. This ensures that **every single victim of domestic abuse**, regardless of their risk, will be offered the appropriate level of support to help them cope and recover. ”*

“ It is vital that in my role as PCC, I offer all victims the opportunity to shape the future provision of services. They know how best we can offer and provide the support to help them cope with their experiences. I have reviewed and revised the victim satisfaction surveys being conducted by the Force. Although the Home Office no longer mandate the completion of these surveys, for me they provide an opportunity to identify feedback that can improve our services and assist with safeguarding and supporting victims of crime. I have also instigated an after care process to deliver immediate service recovery where issues are raised by victims. Performance outcomes and service user feedback from all my services are continually fed into my monitoring and planning cycles to enable me to continue delivering the best possible services to victims of crime in Dyfed-Powys. ”

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USEFUL LINKS:

FIND OUT MORE ABOUT THE PCC'S VICTIM SERVICES HERE:

<http://www.dyfedpowys-pcc.org.uk/en/your-neighbourhood/services-available-to-you/>

GOLEUDY: <http://www.goleudyvictimandwitnessservice.org.uk/en/>

HAFAN CYMRU, PROVIDERS OF OUR IDVA SERVICE: <https://www.hafancymru.co.uk/>



02



Mayor's Office for Policing And Crime

Deputy Mayor Sophie Linden

ESTABLISHED LONDON'S FIRST INDEPENDENT VICTIMS' COMMISSIONER

PUTTING VICTIMS FIRST BY LEADING EFFORTS TO DELIVER THE MAYOR'S AMBITIOUS AGENDA TO ENSURE THAT ALL VICTIMS OF CRIME IN THE CITY CAN ACCESS HIGH-QUALITY GENERAL AND SPECIALIST SUPPORT

London has appointed its first independent Victims' Commissioner to ensure that the victim is at the heart of everything we do, and through the Mayor's Office for Policing and Crime, has commissioned innovative, integrated support services for adults and young people who have been victims of crime.

*"Victims are at the heart of our agenda for policing and crime in London, and in the Mayor's Police and Crime Plan he set out a clear ambition to **move from a process-driven Criminal Justice system in London to a Criminal Justice service with victims at its heart**," says Sophie Linden.*

*"To drive forward this work, the Mayor appointed **Claire Waxman** to be **London's first independent Victims' Commissioner**. She is ensuring that the victim's voice is heard in all our policy making and decisions; working to deepen our understanding of victim needs and current service provision; and bringing partners together to make changes for the better. Since taking post, her achievements have included conducting a comprehensive **Review of Compliance with the Victims' Code of Practice**; hosting two **Victims' Summits** and leading the **national debate** on issues such as **disclosure of victim personal data in rape cases**.*

"We face unique challenges in London in terms of the overall number of victims of crime needing support, the number of victims of high-harm crimes and the diversity of need in a truly global city. We also face challenges familiar to all PCCs - serious budget pressures; increases in crime; and a fragmented justice service that has been developed piecemeal over decades, rather than in an integrated, victim-focused way.

*"However, with record investment - **more than £20m** in this year alone; a wealth of experience within MOPAC in commissioning services; and **an agreement** in place with the **Ministry of Justice** to work towards devolution of some elements of the Justice service and their budgets to City Hall, we also have some unique opportunities.*

*"This investment, and the devolution agreement to give responsibility for pre-trial support for witnesses to City Hall, has enabled us to launch **London's Victim and Witness Service (LVWS)**, the first truly integrated service for victims and witnesses of crime in London, which seeks to overcome historical problems of victims and witnesses being passed repeatedly between different agencies. The Service, delivered by Victim Support, provides a single point of contact for victims and witnesses, making it easier for them to access support they need and prevent them from having to relive their trauma repeatedly. "*



Claire Waxman, Victims' Commissioner for London



PUTTING VICTIMS FIRST BY LEADING EFFORTS TO DELIVER THE MAYOR'S AMBITIOUS AGENDA TO ENSURE THAT ALL VICTIMS OF CRIME IN THE CITY CAN ACCESS HIGH-QUALITY GENERAL AND SPECIALIST SUPPORT

Victims' Commissioner for London, **Claire Waxman**, said: *"It is fantastic to see such a significant investment in a service that has been designed to reflect the needs of victims and witnesses in London and will provide that much needed single point of contact to victims."*

"It's absolutely crucial that victims and witnesses have trust and confidence in a service that allows them access to all the support they need throughout the process, preventing them from further trauma and enabling their recovery."

Chief Officer of Victim Support, **Diana Fawcett**, said: *"We are delighted to have been awarded the new contract which will allow our dedicated team of specially trained staff and volunteers to continue to provide independent support to victims and witnesses of crime across London."*

"With our wealth of experience and knowledge, we will provide practical help and emotional support, whether or not the crime has been reported to the police."

"This new contract will allow us to provide an integrated service for victims and witnesses of crime, including those affected by domestic abuse, as well as offer restorative justice and support for those going to court. This will ensure victims and witnesses receive a seamless journey through the Criminal Justice system."

Sophie Linden continued: *"Alongside this work, we are investing and innovating with **new services for young victims of crime**. This year, we have increased investment in our **Children and Young People's Service**, to extend their offer of community-based help for all young victims of crime, adding **specialist, trauma-informed support** for young victims and witnesses of serious youth violence; and **pre-trial support** for young witnesses of crime. In addition, in December 2018 we opened the **Lighthouse** - the **first dedicated centre for child victims of sexual exploitation and abuse** in London, providing health, mental health and justice services under one roof. **Developed in partnership with the NHS, the NSPCC and Criminal Justice agencies**, the new centre provides a comforting, child-friendly space for highly vulnerable young victims to give their evidence and get the specialist help they need."*

*"There is much that remains to be done to ensure that all victims of crime get the support and justice they deserve, and we're determined to do everything we can to achieve that. By improving victims' experience, we are working to increase all Londoners' **confidence in the Criminal Justice service**, vital to ensuring that victims come forward to report crime, to stay engaged in the justice process and to ensure that more perpetrators are brought to justice."*



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03



North Yorkshire
PFCC Julia Mulligan

**ENHANCED
DOMESTIC ABUSE
SUPPORT SERVICES**

**PUTTING VICTIMS FIRST BY
LAUNCHING A NEW AND ENHANCED
DOMESTIC ABUSE SUPPORT SERVICE**

Julia has spearheaded the development of a force-wide domestic abuse collaboration with Local Authority partners to jointly procure a truly holistic package of support services on an unprecedented scale for ALL victims, survivors and perpetrators of domestic abuse throughout North Yorkshire and the City of York.

“ Of all my responsibilities as a Police, Fire and Crime Commissioner, my focus has always been and will always be to provide the best possible support for victims of crime. My own experience has taught me how important it is to ensure everything is in place for victims who feel able to reach out, and I am very proud of the progress we have made in North Yorkshire and York.

“ My innovative multi-agency approach to commissioning support services for domestic abuse in particular has enabled local commissioners to develop a joint service aligned to one shared set of outcomes for all victims, survivors and perpetrators of domestic abuse. There is shared focus on quality and customer service, not just the scale and scope of that support. It has been a game-changer.

*“ We now have a new jointly commissioned service which **commenced 1st March 2019**, providing an **enhanced and complete package of support, including support for young people** beginning to display abusive behaviour, adolescent to parent abuse; support for perpetrators aged 16-years+, the provision of emergency alternative accommodation where necessary to provide victims respite; and intensive person-centred support packages to help all victims and survivors cope with the effect of domestic abuse whether they have reported to the police or not. It is fantastic to see the sheer amount of good work being done and I have seen the difference it can make.*

“ The pivotal first step was to facilitate the sharing of all existing data held by partners and create a more comprehensive analysis of need and demand in respect of domestic abuse and other interdependent needs. Alongside this work we also reviewed all existing local domestic abuse support services, including third sector providers, who I may not commission, but nevertheless provide important services to those in need. By collating information and analysis from all local stakeholders into a single complete needs and demand assessment, I was able to significantly improve the overall shared local evidence base to better understand the needs and expectations of those affected by domestic abuse. If there was one single moment in the process I had to pick out as the most important, it would be this. It set the foundation to what was transformative change.

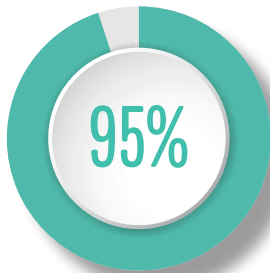
“ Putting this comprehensive needs assessment to use, I was not only able to identify the most effective support interventions to better meet the needs of victims, survivors and perpetrators, but also allow providers to develop innovative service delivery models to increase the reach and scope of support offered.



PUTTING VICTIMS FIRST BY LAUNCHING A NEW AND ENHANCED DOMESTIC ABUSE SUPPORT SERVICE

“Of huge value was the new ability to now move away from year on year funding of smaller individual contracts to create a more sustainable, multi-agency approach to effectively tackle domestic abuse in the longer term. Something that was desperately needed. To further support this, a single shared Performance and Outcomes Monitoring Framework has been agreed to improve the quality of monitoring, recording of measurable outcomes and impact achieved through support services.”

IT IS ESTIMATED THAT, COLLECTIVELY, THE NEW SERVICES WILL BE ABLE TO OFFER SUPPORT TO MORE PEOPLE WHO ARE AFFECTED BY ABUSIVE BEHAVIOURS THAN WERE SUPPORTED THROUGH THE PREVIOUS SEPARATELY COMMISSIONED SERVICES:



95% (approximately 1,900) **more victims and survivors**



36% (approximately 125) **more adult offenders**



50% (approximately 50) **more young people and their families or intimate partners**

*“Longer term funding isn't the only benefit. Value for money will only get better now because we can look across the total local investment by commissioners collectively and prioritise the most effective interventions and services for these victims, survivors and perpetrators. Not only will this **reduce demand on policing and criminal justice services**, but there will be beneficial knock-on consequences for our partners in health, housing, children, young people and family prevention services and wider social care. Victims will also achieve better outcomes as we start to do the right thing at the right time even more often, speeding up recovery and a transition back into a productive happy life.*

*“I haven't left it there though! Learning and sharing best practice is already being adopted locally in other areas of commissioning, and a **joint procurement process** has now commenced (led by **North Yorkshire County Council**) to **jointly commission domestic abuse Refuge and Accommodation-based services** across North Yorkshire and the City of York. In time, this service will be fully aligned with the services I have outlined above, meaning a truly holistic service for victims and survivors of domestic abuse to be jointly commissioned from 2023/24 onwards, including Refuge provision. Work is also ongoing to explore options to facilitate joint commissioning of support service for children and young people affected by living in households where domestic abuse occurs. The possibilities are exciting, and I know the difference it will make for those in need.”*

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04
Gloucestershire
 PCC Martin Surl
GLOUCESTERSHIRE RAPE AND SEXUAL ABUSE CENTRE

PUTTING VICTIMS FIRST BY IMPROVING THE INDEPENDENT SEXUAL VIOLENCE ADVISOR (ISVA) SERVICE

For the first time in Gloucestershire, there is now a service that provides help and support to all genders and all age victims of sexual abuse and sexual violence, due to the PCC offering a longer contract to Gloucestershire Rape and Sexual Abuse Centre.

Martin Surl said: *“ Raising the profile of a socially neglected issue in the media can be a blessing and a curse. Whilst shining a light on the need for action, it also reveals a depressing inability to cope with the increased demand it provokes.*

“ That would have been many people’s experience after TV dramas like ‘Broadchurch’ and ‘Three Girls’ highlighted the important work of the Independent Sexual Violent Advisor Service (ISVA). I am not only delighted, but also proud, that for the first time in Gloucestershire we now have a service providing support to all genders and all age victims of sexual abuse.

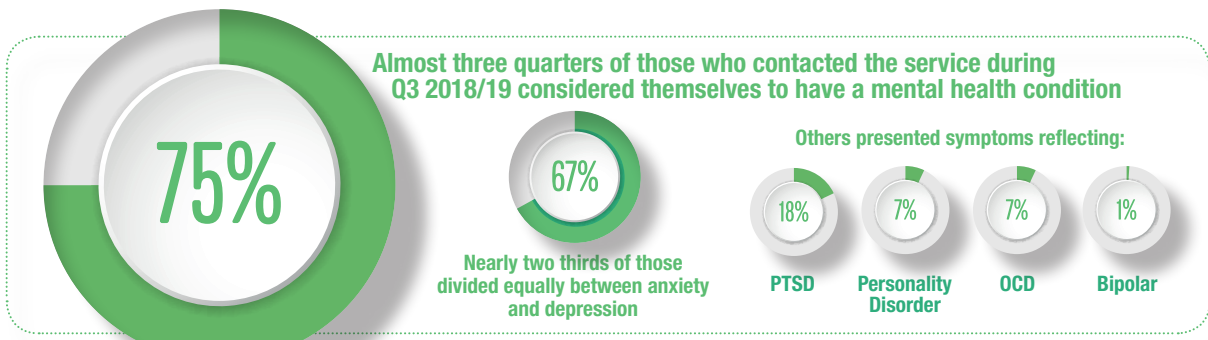
“ What makes our situation if not unique then certainly unusual, is that I have been able to offer a contract to Gloucestershire Rape and Sexual Abuse Centre (GRASAC) to run the service for five years with an option for a further two years.”

The length of contract is significant and has been recognised by its director **Louise Williams**, who said: *“ The current seven-year contract affirms the Police and Crime Commissioner’s faith in us as an organisation that provides a really good service with excellent outcomes.*

“ PCC funding has been huge. It’s enabled us to grow and meet more women and meet demand as much as we can.

“ We are fortunate in Gloucestershire that we have the relationship we do with the PCC, not just in terms of funding but also at a strategic level. It means our voice is heard at the commissioning board and other meetings by people who understand what we do and have faith in what we do.”

Martin Surl continued: *“ A focus on victims is at the heart of my Police and Crime Plan. In that context, and working closely with partners, I wanted to be able to commission an ISVA service across Gloucestershire to all victims of rape and sexual assault - women, men, children and those with protected characteristics and complex needs. Increasingly, GRASAC is seeing more and more service users with very complex mental health conditions.”*





PUTTING VICTIMS FIRST BY IMPROVING THE INDEPENDENT SEXUAL VIOLENCE ADVISOR (ISVA) SERVICE

“ In the same quarter, 12% of GRASAC’s service users had experienced domestic violence and almost double that number (23%) had experienced multiple assaults.

“ Working with partners in a multi-agency setting was necessary to provide a pro-active service providing impartial and non-judgemental advice and information that would empower victims to make their own decisions based on individual risk assessment and resulting in personal support plans.

“ A client who was raped in 2014 provided a relevant case study. Although support came from the Sexual Assault Referral Centre (SARC), it ended with the completion of the court process when her attacker was sent to prison. It was three years before she sought help from GRASAC to begin the healing process.

“ She wanted to stop the fear and flashbacks; to change her thinking; put an end to the self-recriminations and guilt; rebuild her confidence and trust male friends.

“ With GRASAC’s support, the client has been able to recognise what happened was not her fault, her fear of being alone has diminished and she is less angry. Her self-confidence has grown, her eating habits have improved and she feels better about herself.

“ What this shows, and the ISVA bears out, is that accessing the service is only the start. Support continues throughout and beyond any criminal or civil justice proceedings that might follow. For cases not going to court, support, though not open-ended, will end by mutual agreement either when the victim is getting services they need from other sources or has successfully met their outcomes.”



Maggie Stewart, interim GRASAC Director, with Martin Surl

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USEFUL LINKS:
GLoucestershire RAPE AND SEXUAL ABUSE CENTRE: <http://www.glosrasac.org>



05

Devon and Cornwall and the Isles of Scilly

PCC Alison Hernandez

RESTORATIVE JUSTICE

**PUTTING VICTIMS FIRST
 BY IMPROVING RESTORATIVE JUSTICE SERVICES**

Victims of crimes carried out in Devon, Cornwall and the Isles of Scilly are now far more likely to be offered solutions like Restorative Justice thanks to the innovative work carried out by PCC Alison Hernandez’s office.

In 2017 Alison commissioned **Make Amends**, in partnership with the charity **Shekinah**, to bring together people harmed by crime or conflict with those responsible for their harm, to find a positive way forward.

“Every time a person offends or re-offends, they leave behind victims and this can also have a negative impact on wider feelings of safety for the community and the local economy,” said **Alison**.

“While the police are there to bring offenders to justice, they are also uniquely placed to try to change the behaviour of offenders and prevent future crime.”

Dr Davina Cull, service manager at **Make Amends**, said: *“Our experience of the recommissioning of services locally has allowed us to target our resources and tailor our responses to tackle these challenges. As a result, we have seen a significant uplift in referral numbers, improved outcomes for victims and increased knowledge and understanding amongst professionals.”*

Restorative Justice case study:

Frances and Howard Kent had their lives shattered when their daughter Kate Bailey was killed by a hit and run driver outside their Cornish home.

Kate, 45, had been walking her dog and going to check on her parents when businessman Jonathan Kane, in a hurry to get back to London, struck her with his Land Rover. He continued his journey, only later handing himself in. Kane, who had a holiday home in the area, was later sentenced to two years jail after being convicted of causing death by dangerous driving.

“We received a call from Make Amends who told us that Jonathan Kane had approached them and requested a meeting with us,” said Frances.

“They visited us and explained what they did, and that Mr Kane wanted to meet to apologise for his actions. In court his demeanour indicated that he was full of remorse and guilt and we felt he should be given the chance to explain himself and apologise. But most of all I wanted him to know just what he had taken from us and the community as a whole.

“A meeting was set up and Kane was brought from Bristol prison.

“He told of his utter remorse and sorrow for what he had done. We all got the feeling that this was out of character. He has not only ruined our family but his own as well.”



PUTTING VICTIMS FIRST BY IMPROVING RESTORATIVE JUSTICE SERVICES

“ We were then able to tell him what he had taken from us and paint a picture of what an extraordinary person Kate was.

“ The meeting lasted just over two hours, was conducted without rancour and with dignity.

“ Frances felt that RJ also has a role to play in easing issues arising from the slow nature of the Criminal Justice system.

“ It took over a year for the trial to take place, by which time rumours and speculation had run riot and we had formed opinions that are hard to dispel. By meeting and talking, hopefully, the truth can be reached.

“ Our lives will never be the same, but I feel that by meeting Mr Kane we have arrived at the truth and can now begin to move on.

“ Kate was a very special person and always wanted right by everyone and I hope that she is looking down on us now with approval. ”



Frances Kent

Make Amends statistics:



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USEFUL LINKS:

- FIND OUT MORE ABOUT MAKE AMENDS
- FIND OUT MORE ABOUT SHEKINAH
- FIND OUT MORE ABOUT DEVON AND CORNWALL'S VICTIM CARE UNIT



06

Greater Manchester
Deputy Mayor Bev Hughes
**VICTIMS' SERVICES
COORDINATORS**

**PUTTING VICTIMS FIRST BY
FUNDING ELEVEN DEDICATED
VICTIMS' SERVICES
COORDINATORS**

In Greater Manchester, the rollout of local dedicated Victims' Services Coordinators is helping to transform the victims' journey by reducing waiting times and giving victims easier access to vital support services.

Bev Hughes, Greater Manchester's Deputy Mayor for Policing and Crime, is committed to making sure all victims of crime get the best support possible across the city-region.

"We are dedicated to making it easier for victims of crime to get what they need, regardless of when the crime took place or if it was reported to the police."

*"By working **together with all our partner agencies**, we are radically transforming and improving the way victims' services are delivered in Greater Manchester, putting **victims and survivors of crime at the heart of everything we do**.*

*"Implementing **a new Justice Outcomes framework** and **improving the victims' journey** is central to delivering on the three priorities set out in Greater Manchester's **Standing Together police and crime plan**: keeping people safe; reducing harm and offending; and, strengthening communities and places."*

"From research and insight, it was evident that victims often found themselves being pushed through a process, passed from one element of the Criminal Justice system to another with no adequate consideration of their needs. Mapping of the victim's journey also revealed multiple overlaps, repetition of data collection and often gaps in service provision. It was clear that victims and survivors were not receiving the service they needed and deserved."

In 2017, the Deputy Mayor provided funding for **eleven dedicated Victims' Services Coordinators based** in local hubs **across Greater Manchester**.

The Coordinators are **responsible for strategic oversight of victims' services** in each of the eleven localities, working with the police, community safety partnerships, Criminal Justice partners, the voluntary and community sector and other partners to help ensure that victims get the right support, in the right way when they need it.

This approach has contributed to a reduction in service waiting times and increased the efficiency of access to support, delivering tangible benefits for victims through place-based, multi-agency teams.

Each coordinator also has **responsibility for victim-based themes** such as domestic abuse, female genital mutilation, honour-based abuse, and sexual violence. This allows coordinators to build specific expertise around the needs of victims of specific crime types, which in turn informs commissioning processes and helps shape future service delivery.



PUTTING VICTIMS FIRST BY FUNDING ELEVEN DEDICATED VICTIMS' SERVICES COORDINATORS

The coordinators have also designed a **bespoke training package**, which is being delivered to all police officers and staff who have contact with victims. The **Making a Difference** training package explores the impact of all types of crime on victims, how to identify additional vulnerability and understand the challenges faced by those with complex needs. This has led to a **significant increase in referrals** to the **Greater Manchester Victims' Assessment and Referral Service**.

Building on the success of this hub approach to victims' services, work is also ongoing to transform the service provided to victims in large-scale investigations involving multiple victims. It was found that in some cases, victims were often given a generic offer involving multiple agencies, and had the tendency to lapse, leaving them feeling unsupported, uninformed and unimportant.

Senior Investigating Officers now involve coordinators in **developing bespoke victim strategies** at the outset of an investigation and the team is currently assisting in several multi-victim investigations involving sexual violence, County Lines, and community tensions.

"While we are proud of the work we are doing to support victims, there is always more we can do to make sure that everybody doesn't just get support, but the right support for them personally," says Deputy Mayor Bev Hughes.

"I am confident we can continue to work together with our partners to deliver this."



When you need someone to talk to. **We're here for you.**

Greater Manchester
Victims' Services
gmvictims.org.uk

CONTACT: anna.berry@greatermanchester-ca.gov.uk

USEFUL LINKS:
GREATER MANCHESTER VICTIMS' SERVICES: <http://www.gmvictims.org.uk/>



07

Essex
PFCC Roger Hirst

SYNERGY ESSEX FIRST RESPONDERS: SUPPORT TO VICTIMS OF RAPE AND SEXUAL ABUSE WITHIN ONE WORKING DAY

PUTTING VICTIMS FIRST BY INCREASING SPECIALIST SUPPORT FOR VICTIMS OF RAPE AND SEXUAL ABUSE

In Essex, Roger has funded a ground-breaking new service, Synergy Essex First Responders (SFR), which gets support to victims of rape and sexual abuse within one working day of the offence being reported to police.

“ Supporting victims of crime is one of the key areas of focus in my Police and Crime Plan for Essex and over the last year my commissioning team and I have been looking closely at how we can better support victims of rape and sexual abuse.

“ Reports of such crimes have increased in Essex as they have across the country and I felt we should be providing a more effective and consistent service to the victims of such offences. We know it can be daunting to reach out for help having experienced sexual violence and we need to ensure that when victims do, we provide them with the right support to help them cope with what has happened to them and to eventually move forward from it.

“ I have always been a strong advocate of partnership work as we can achieve significantly more together than we can working in isolation. Over the last year I have provided £816,110 to the Essex Rape Crisis Partnership, also known as ‘Synergy Essex’, to help them respond to the increase in reported sexually based crimes. Synergy Essex supported 4,537 individuals in the county last year.

“ £135,110 of this money has been used to fund a ground-breaking new service which gets support to victims of these crimes within one working day of the offence being reported to police. The Synergy Essex First Responders (SFR) scheme was launched in January this year. Prior to this, victims may have waited up to two weeks before being referred to specialist rape and sexual abuse support services.

“ SFR works in partnership with Essex Police offering emotional support, detailed information about the Criminal Justice process, and access to specialist counselling and advocacy services. Crucially, it conforms to the CPS guidance around pre-trial therapy and should, in time, prove effective in helping to keep victims engaged with the legal process and more likely to see their attackers convicted.

“ I am proud that together with Essex Police and Synergy Essex we have improved access to support for victims and survivors of these offences, but I also feel very humbled when I hear the positive feedback from people who have been through so much and who to a certain extent always will carry their experience with them. Improving their outcomes and their futures must remain at the heart of what we do.”

Quotes:

Rebekah Brant, from Synergy Essex: *“ The Essex PFCC is one of the trail blazers for the Ministry of Justice to show how well partnerships work when they effectively include specialist Rape Crisis services with increased support to victims who contact Essex police. Minimising the time it takes to get that support has a direct and positive impact on their recovery and the prevention of long-term physical, emotional and economic harm.*



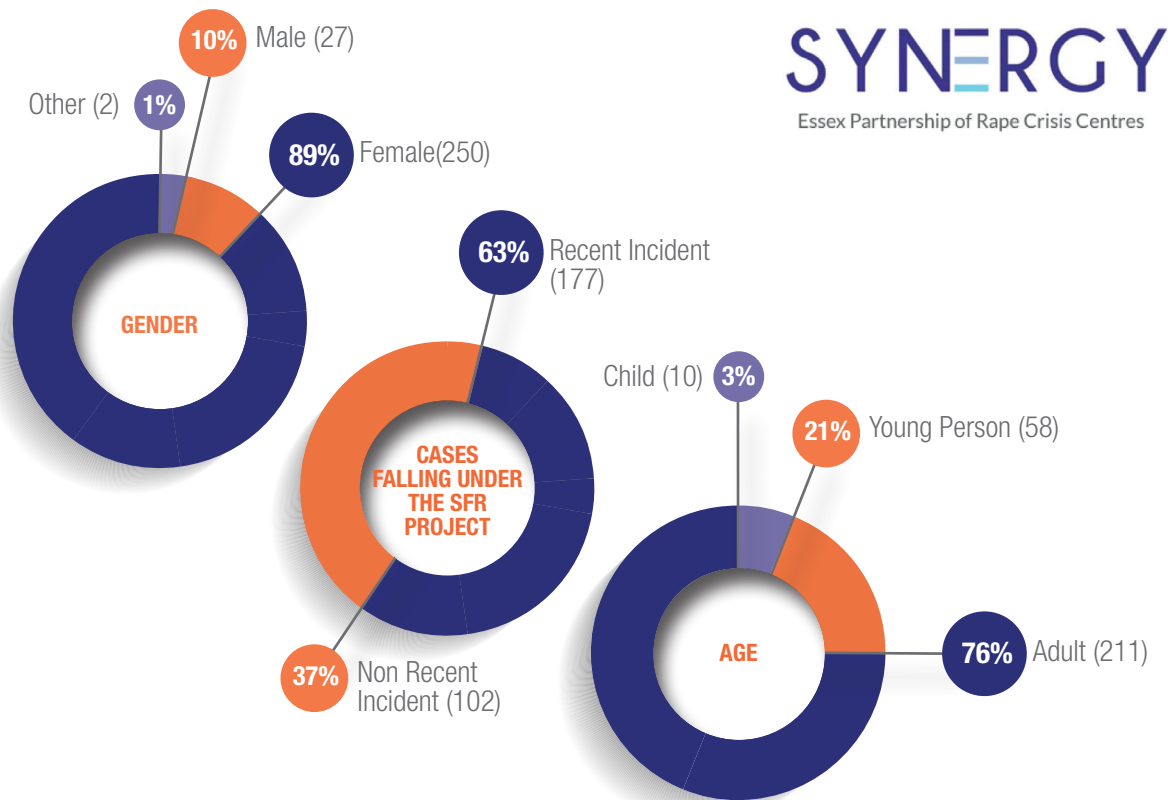
PUTTING VICTIMS FIRST BY INCREASING SPECIALIST SUPPORT FOR VICTIMS OF RAPE AND SEXUAL ABUSE

“The impact of these crimes can be devastating and navigating the Criminal Justice system can be a challenge at this time, so we need to make sure we do all we can to make this process as easy as possible.”

Detective Superintendent Jason Hendy, from Essex Police: “It takes a lot of courage to report these kinds of offences in the first place. Victims of sexual offences have been through a traumatic experience and if they don't get the right support it can leave them feeling isolated and unsure of what's happening.

“This delay can also mean victims disengage from the process and, understandably, want to withdraw from the investigation.

“I strongly support the work of Synergy Essex, who are able to provide that support and give victims and survivors better outcomes.”



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USEFUL LINKS:

- <https://synergyessex.org.uk>
- **ESSEX VICTIMS GATEWAY SERVICE:** <https://www.essexvictimsgateway.org>



08

West Mercia
PCC John Campion
VICTIM ADVICE LINE

PUTTING VICTIMS FIRST BY LAUNCHING A NEW VICTIM ADVICE LINE

John secured £1.4 million of funding from the Ministry of Justice to enhance the practical and emotional support services available to all victims of crime. On 1st April 2019, he launched the Victim Advice Line to provide a single point of contact for victims.

“ I made the decision to change how victims access support because I promised to ensure that they are getting the best possible service after being affected by crime.

“ Wanting to make sure that victims had a voice, I carried out a consultation with over 400 victims and survivors. It was found that they would have wanted to tell their story fewer times than they did, they wanted a clearer pathway of support and a single route entry into it. They also wanted to regain a sense of choice and control over their lives. After listening to what kind of service they would have wanted, I made sure that these outcomes formed all that the Victim Advice Line aimed to deliver.

“ The new service is made up of a team of expert and fully trained Victim Care Coordinators who help anyone affected by crime when they come through to the service, be it through the police, third party or self-referral. Support is also available regardless of whether or not the crime was reported to the police.

“ The team work with a victim to make sure they receive a support package that is completely bespoke to them. A Care Coordinator will carry out a multi-disciplinary needs and risk assessment, which will determine what emotional and practical support that particular individual needs. Should it be necessary, the service also provides a triaging point for onward referral to appropriate longer term support services.

“ I made the decision to bring the new service in-house so that, whilst it isn't part of West Mercia Police, the two work closely together to support victims of crime. This allows systems to be shared, information to be easily accessed and the call centre to work alongside the Victim Advice Line team should they receive any calls of concern. ”

Paula Farley, Victims Service Manager: *“ We are delighted to be involved in the delivery of this exciting new service. It is unique in that it offers all people affected by crime a seamless service from the point of reporting the crime to helping them cope and recover and offering support for as long as they need. The feedback we are getting from victims is really positive and is used to inform our service development. ”*



CONTINUED

PUTTING VICTIMS FIRST BY LAUNCHING A NEW VICTIM ADVICE LINE

- 2,392 victims were contacted by the Victim Advice Line within the first month of the service going live
- Violence against the person was the most common crime experienced by victims who were supported by the Victim Advice Line team
- The Victim Advice Line supported a former member of the armed forces. The victim's car was criminally damaged, which re-triggered PTSD. The team worked with this individual to identify a care package that was completely bespoke to them and they are now receiving counselling.

Victim quotes:

"I was really pleased to receive the letter from you and know there's support out there."

"I'm so glad I made the call, you have really helped me, thank you."

"Many, many thanks for all your help I really appreciate everything you did for me and made me feel better about a bad situation. It has restored my faith in knowing that there are people out there that can actually help and care."



CONTACT: elizabeth.piggins@westmercia.pnn.police.uk

USEFUL LINKS:

VICTIM ADVICE LINE WEBSITE: <https://victimadvice.org.uk/>



09

Cleveland

PCC Barry Copping

TEESIDE SEXUAL ASSAULT AND REFERRAL CENTRE

PUTTING VICTIMS FIRST BY BRIDGING THE GAP BETWEEN HEALTHCARE PROVIDERS AND SEXUAL VIOLENCE SERVICES

In Cleveland, we are incredibly proud of our Sexual Assault Referral Centre (SARC), which we have supported in partnership with the NHS since 2012 and before that as a police authority. The service provides nationally recognised support to victims of rape and sexual assault and since it was recommissioned in April 2018, the team have supported over 700 victims in need of help and advice.

*“ Supporting victims of sexual violence has been a permanent commitment in my Police and Crime Plan since I first took up the position of Police and Crime Commissioner in 2012. It is imperative to me that **victims are given significant choice** about what services they have access to, from their first disclosure to their ongoing journey of recovery.*

*“ A recent addition is the establishment of a **Cleveland-wide Independent Sexual Violence Advisor service**, to ensure victims across the entire county have access to the same level of practical and emotional support. In its first year, the service has provided on-going **support to 590 victims**, many of these referred directly from the SARC.*

“ Victims of sexual violence often come into contact with other services as they navigate their way through life - including social services, health care services and education providers.

*“ Across the country, OPCC colleagues have identified a particular **gap between health care providers and sexual violence services** and many have set about developing solutions to create stronger links between them.*

*“ In Cleveland, a new role of **SARC Link Worker** was created - funded by the **Home Office Transformation Fund** - to develop pathways between services and to ensure that victims can access the services they need to support their recovery.*

*“ Education plays a central role in ensuring that health care professionals have a good understanding of the signs and symptoms of sexual violence – and importantly, how to refer. Our **SARC Link Worker Katie** has provided **training to health professionals in A&E departments, student midwives, forensics students and the safeguarding team at local colleges.***

*“ To create a seamless process for health professionals to refer patients to the SARC, **an online referral system** was integrated into the new SARC website in February 2019. This system has been promoted widely on social media and in presentations to professionals in health, social services, local authorities, third sector organisations and other stakeholders.*

*“ The online system has resulted in an **increase in referrals** from professionals coming into contact with victims in a medical environment. These referrals have come from healthcare assistants, a nurse, a midwife, a GP, a ward sister and a member of staff from mental health service.*



PUTTING VICTIMS FIRST BY BRIDGING THE GAP BETWEEN HEALTHCARE PROVIDERS AND SEXUAL VIOLENCE SERVICES

“As a result of increased training by Katie and the introduction of the online referral system, **signposting and referrals from health providers to the SARC have increased by over 20% within the last 12 months.**”

Katie Mackay said: “My Link Worker role is so varied and rewarding. Whilst largely not front facing, I know that the work I am doing is and will continue to impact on the recovery opportunities for victims of rape and other sexual offences.

“By working to significantly improve the SARC online presence and brand, we are becoming more visible and referrals can be made discreetly now on the online system.

“By linking in with professionals in and out of health settings I know we are improving opportunities for victims to receive the right support for them from the moment a disclosure is made.

“There is still a huge amount of linking to be done and I am determined to continue reaching out to professionals, the unknown victims who are already out there living with the trauma of what happened and sadly those yet to occur.

“I want all victims to know that we believe them and are here for them. I also want to be able to do more to explore preventative work and challenging the stigma and stereotypes that prevent victims from disclosing to anyone.”

Mr Coppinger continued: “OPCCs have recognised a need to improve links between health providers and sexual violence services and in Cleveland we have made progress in developing permanent pathways. As commissioners, it’s important we take every opportunity to ensure victims of sexual violence are identified, so they can make those first important steps to recovery



Katie Mackay, SARC Link Worker

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USEFUL LINKS:
FOR MORE INFORMATION ABOUT THE WORK OF TEESSIDE SARC: <https://www.sarcteesside.co.uk>



10
Sussex
 PCC Katy Bourne OBE
SAFE: SPACE SUSSEX FUNDING NETWORK; LIVE LINK VICTIM SUITES; HMICFRS STALKING INSPECTION REPORT

PUTTING VICTIMS FIRST BY DEVELOPING A UNIQUE APPROACH TO COMMISSIONING, ALLOWING VICTIMS TO GIVE EVIDENCE REMOTELY AND DRIVING BETTER OUTCOMES FOR STALKING VICTIMS

Katy launched a consistent quality assurance framework for victims' services in August 2018; the first of its kind in the UK. Vulnerable victims and witnesses are also now able to give evidence remotely because of the PCC's Video Enabled Justice Programme. By working closely with Sussex Police and using independent scrutiny she is driving better outcomes for victims of stalking.



SAFE: SPACE SUSSEX FUNDING NETWORK

Police & Crime Commissioner Katy Bourne takes a pioneering approach to funding and improving victims' services across Sussex. Working with 30 victim service providers, she set up Safe: Space Sussex Funding Network the first consistent quality assurance framework of its kind in the UK. The PCC is now able to closely monitor the benefits to victims and witnesses across the county, thus ensuring that the services commissioned are the best they can be.

SAFE: SPACE Sussex
 Funding Network

Commenting on the success of the network, Mrs Bourne said: *"I fund a range of support services from kick-boxing for domestic abuse victims to helping children give evidence in court and it was important that there was a consistent quality assurance measurement in place for them all. Thanks to the establishment of our framework, we now have a more intelligent way of ensuring all victims of crime receive the support they rightly deserve."*

LIVE LINK VICTIM SUITES

Two years ago a Sussex Police victim suite was converted so it could join the Ministry of Justice network which links up several magistrates and crown courts around the country. This means that vulnerable witnesses could remotely give evidence, alongside their support worker, without having to go through the distressing experience of appearing in court and facing their perpetrator. Following the success of the West Sussex Live Link Victim Suite, **£72,000 of further funding** has been secured by PCC Katy Bourne through her **Video Enabled Justice (VEJ) programme** for two further sites in East and central Sussex.

STALKING AND HARASSMENT INSPECTION

In September 2018 Mrs Bourne was the first PCC in the country to commission an independent inspection from Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS). This was to review how stalking cases are dealt with locally and to identify recommended improvements including at a national level. The findings were presented, during National Stalking Awareness Week, at a roundtable discussion in Parliament with PCCs, operational policing leads and victims of stalking who bravely shared their experiences.



PUTTING VICTIMS FIRST BY DEVELOPING A UNIQUE APPROACH TO COMMISSIONING, ALLOWING VICTIMS TO GIVE EVIDENCE REMOTELY AND DRIVING BETTER OUTCOMES FOR STALKING VICTIMS

Jayne Bravery and Raine Lacy with Katy Bourne at stalking event in Parliament



Encouraging progress has been made since the introduction in 2015 of local specialist stalking support service, Veritas Justice, funded by the PCC. Over the last three years, **reports of stalking and harassment in Sussex have risen by a staggering 540%** and **700 officers have been trained**, alongside prosecutors, to better understand cases locally. There is now a commitment from senior officers in Sussex to deliver a better service for victims through the development of a comprehensive Stalking Improvement Plan.

Chief Superintendent Nick May commented: *“The HMICFRS report has provided a benchmark of progress made to date and we are committed to a journey of improvement.”*

At a national level, Mrs Bourne’s acronym **FOUR** has already been adopted by the College of Policing to enable officers to define stalking behaviours as **Fixated, Obsessive, Unwanted or Repeated**. Her office is also working closely with the College to determine a risk assessment model that can be implemented nationally.

FIXATED OBSESSIVE UNWANTED REPEATED (FOUR-warned is FOUR-armed)



RECORDED STALKING CRIME:

Recorded stalking crime has increased from 218 cases in 2016 to 1,386 in 2018



SOLVED STALKING OFFENCES:

Sussex Police continue to solve 3x the number of stalking offences compared to 2016



STALKING OFFENCES BEING CHARGED:

The drive to increase the proportion of offences charged as stalking, as opposed to harassment, continues



IMPROVEMENT IN PARTNERSHIP:

There has been a significant improvement in partnership working between Sussex Police and Crown Prosecution Service

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USEFUL LINKS:

FIND OUT MORE ABOUT THE SAFE SPACE SUSSEX FUNDING NETWORK:

<https://www.sussex-pcc.gov.uk/media/4070/safespace-sussex-funding-network-2019-2020-version.pdf>

FIND OUT MORE ABOUT THE VIDEO ENABLED JUSTICE PROGRAMME:

<https://www.sussex-pcc.gov.uk/our-priorities/access-to-justice/video-enabled-justice-vej/>

READ THE HMICFRS STALKING INSPECTION REPORT: <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/stalking-and-harassment-inspection-sussex-police-commissioned-pcc-update-national-recommendations.pdf>

11

Nottinghamshire
PCC Paddy Tipping

**PRIORITISING HELP AND
SUPPORT FOR HIGH RISK
VICTIMS**



**PUTTING VICTIMS FIRST BY
PRIORITISING HELP AND SUPPORT
FOR HIGH RISK VICTIMS**



Paddy Tipping, the Police and Crime Commissioner for Nottinghamshire, has invested over £10m since 2012 to ensure that victims get the support they need. He has championed the specific needs of at risk and more vulnerable people and is transforming the help available for victims.

Significant new investment, sustained focus and service improvements sum up Paddy Tipping's commitment to victims.

He made it clear before his election that he would improve the support for victims. He has done just that, **integrating and expending services and ensuring tailored support for vulnerable people**; victims of ASB; hate crime; and survivors of domestic abuse, non-recent child sexual abuse and other sexual violence.

Since 2012 he has invested resources and funding to the tune of **over £10M** to better protect victims, witnesses and vulnerable people with specialist service providers. His **Ministry of Justice grant** has funded £7.5M of these support services.

The PCC has robustly supported survivors of **non-recent child sexual abuse** in Nottinghamshire. Alongside survivors, he was instrumental in ensuring that the Independent Inquiry into Child Sexual Abuse included Nottinghamshire in its Inquiry.

He said at the time: *“The abuse of children, in any form and whether it happened yesterday or decades ago, is wrong. It's important to me that everyone has access to the type of support they need.”*

That's just one reason why he has significantly increased and improved the support available for sexual violence and abuse survivors in Nottinghamshire to ensure they are able to live more fulfilling, inclusive lives.

To date, he has **recommissioned sexual assault referral centres** and invested in **specialist counselling**. He has tripled his financial investment into specialist sexual violence and abuse support services to around **£700K pa**, persuaded public sector partners to invest in a greatly expanded award-winning **Independent Sexual Violence Adviser (ISVA)** service and **created Nottinghamshire's first children and young people's ISVA service (CHISVA)**.

The **award-winning ISVA** service includes the **Survivor Support service** which provides intensive specialist emotional and practical help and advocacy for victims harmed by child sexual abuse which took place in an institutional setting or those who reported child sexual abuse to a person in authority and was ignored or disbelieved.



CONTINUED

PUTTING VICTIMS FIRST BY PRIORITISING HELP AND SUPPORT FOR HIGH RISK VICTIMS

Novlet Holness, chief executive of Notts SVS Services, said:

“ This new ISVA funding will enable us to further develop and increase the number of staff providing support for survivors of sexual violence who are accessing the criminal justice system. ”

Cath Wakeman OBE, director and trauma care practitioner at service provider Imara, said of the **CHISVA service:** *“ This is a vital service for children, young people and families who have experienced sexual abuse, providing them with help, advice and information right through the police investigation and the criminal justice process to support their recovery. ”*

In addition, the PCC worked with survivors to co-design a new **Sexual Violence Engagement Manager (SVEM)** post within his own office. The SVEM post and Survivor Support Service were **designed by survivors**, who made definitive decisions about recruitment and bid scoring. The post has helped to ensure that survivors are at the heart of decision making about future services. The service to date has **helped over 70 survivors** with multiple and complex needs cope better.

The PCC has tirelessly championed survivors' needs at the highest level with clinical commissioning groups and local authorities. Does he feel they could and should do more? Yes.

He continues to call for more resources for victims' services. He has ensured that the **CCGs** (Clinical Commissioning Groups) are now **working with the OPCC and local authorities** to redesign the entire sexual violence and abuse support pathway, considering how to “bend” mainstream mental health and other services to **meet survivors' needs better**. As a result, **two innovative mental health pathways** are currently being tested to meet different needs.

As he says: *“ Despite drastic reductions in the policing budget over recent years, in 2015-6 my sexual violence support budget for sexual violence support was £200k excluding provision of forensic examinations at SARC. In 2019-20 my budget (excluding forensic examinations) is £700k.*

“ Victims come first. ”

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Open day to launch the PCC's new CHISVA service



ALTHOUGH THIS 'PUTTING VICTIMS FIRST IN FOCUS' FEATURES ELEVEN PCCs, ALL PCCs ARE MAKING A REAL DIFFERENCE TO THE LIVES OF VICTIMS OF CRIME IN THEIR COMMUNITIES.



DAFYDD LLYWELYN
 PCC for Dyfed-Powys



DEPUTY MAYOR SOPHIE LINDEN
 MOPAC



JULIA MULLIGAN
 PFCC for North Yorkshire



MARTIN SURL
 PCC for Gloucestershire



ALISON HERNANDEZ
 PCC for Devon and Cornwall



DEPUTY MAYOR BEV HUGHES
 Greater Manchester



ROGER HIRST
 PFCC for Essex



JOHN CAMPION
 PCC for West Mercia



BARRY COPPINGER
 PCC for Cleveland



KATY BOURNE OBE
 PCC for Sussex






PADDY TIPPING
 PCC for Nottinghamshire

**OTHER EXAMPLES CAN BE FOUND
 VIA PCCs OWN WEBSITES WHICH
 YOU CAN ACCESS HERE:**

www.apccs.police.uk/find-your-pcc/



 020 7222 4296
 enquiries@apccs.police.uk
 www.apccs.police.uk