

Victims' Strategy 2017 - 2021



Marc Jones
POLICE & CRIME COMMISSIONER

LINCOLNSHIRE – SAFER TOGETHER

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INTRODUCTION

The Police and Crime Commissioner (PCC) is committed to ensuring that anyone who is affected by crime in Lincolnshire receives the support they need, regardless of whether they choose to report the crime to the police or not.

This Strategy aims to build on and enhance the existing services provided to the public, and sets out how the PCC will work in partnership with other relevant organisations to meet the PCC's statutory responsibilities to give victims the help, information and support they need, whenever they need it.

In making arrangements to support victims, the PCC will aim to make the best possible use of available resources, take an evidence-based approach

to commissioning services, and seek continuous improvement by putting the voice of victims at the very heart of processes to plan, deliver and review services.

This strategy provides the following:

- The context within which the PCC is supporting victims;
- A set of strategic objectives;
- A programme of the key activities that will be delivered;
- A framework for performance and governance;
- Principles for use of resources and commissioning.

AIMS & OBJECTIVES

The Police and Crime Commissioner will work with partners to provide accessible and responsive services, tailored to ensure that anyone who suffers as a result of a crime in Lincolnshire receives the support they need to cope and recover.

OBJECTIVES

- a. Victims have access to the help they need, whether they choose to report the crime to the police or not.
- b. The provision of support services will be seamless, integrated, and responsive to victims' needs throughout their journey through the criminal justice system.

c. Timely and responsive services will be available to meet the needs of individuals, especially those with complex needs.

d. Commissioning of services will be evidence-based and ensure that feedback from victims about their experience is used to enable continuous improvement.

e. Resources are managed efficiently and effectively, ensuring anyone who has been a victim has access to the support they need, whilst providing targeted and specialist services to those with more complex needs.

PRINCIPLES

The PCC, police and their partners will work together to help and support victims of crime in Lincolnshire, regardless of whether they choose to report the crime or not.

The views, needs and expectations of victims will be central to determining the services that are made available to provide support.

Victims will be able to report a crime in a way that is convenient to them, be clear about the service they can expect to receive from the police, the support services available to them, and what to do if they have questions or are unhappy with the service provided.

Whether victims want information, advice, emotional or practical support, they will have access to independent services that have victims' safety and wellbeing as their priority.

Victims' needs may change over time, so they will be able to access services whenever they need them, not just immediately following the incident.

The PCC is committed to continuously improving the services offered to victims of crime, and will regularly assess needs and feedback to ensure services can be tailored accordingly.

STRATEGIC CONTEXT

NATIONAL LEGISLATION AND POLICY

Provisions were made in the [Police Reform and Social Responsibility Act 2011 \(PRSR Act\)](#)¹ for Police and Crime Commissioners (PCCs) to be elected by the public. PCCs are accountable for securing an efficient and effective police service in their force area. In carrying out their responsibilities, they are required to work in cooperation with other local partners with a responsibility for crime and disorder, and work together with other criminal justice bodies in order to secure an efficient and effective criminal justice system.

Responsibility for commissioning the majority of emotional and practical support services for victims' services was passed to PCCs in England and Wales in 2014. A [Commissioning Framework](#) published by the Ministry of Justice in 2013² provides advice and information to those involved with victims' services. The Framework defines a victim as 'a person who has suffered harm which was directly caused by a criminal offence, or in relation to a person whose death was directly caused by a criminal offence, a family member who has suffered harm as a result of the person's death, or a family member who has been affected and

suffered harm as a result of a criminal offence against the victim'. To enable PCCs to commission appropriate services at a local level, the Ministry of Justice provides a grant on an annual basis.

In addition to the services commissioned by PCCs, some specialist services have previously been commissioned at a national level, including:

- Rape support centres;
- Services for victims of trafficking;
- A homicide service; and
- A court based witness service
- Some national telephone helplines; and
- Some domestic violence and sexual violence specialist services.

[The Code of Practice for Victims of Crime](#) (the Victims' Code)³ is the statutory code that sets out the minimum level of service that victims should receive from the criminal justice system. PCCs and police forces are amongst the organisations required to deliver services

¹ Police Reform and Social Responsibility Act 2011, section 1 (6a), 10 (2) and 10 (3)

² Victims' Services Commissioning Framework published by the Ministry of Justice in May 2013

³ Code of Practice for Victims of Crime, published by the Ministry of Justice in October 2015

set out in the Victims' Code. Specific requirements PCCs should have regard to when carrying out their responsibilities, such as commissioning support services, include:

- All victims should be referred to support services within 2 working days
- An enhanced service should be provided for victims of serious crimes, a persistently targeted victim or a vulnerable or intimidated victim, as defined by the Victims' Code
- Access to the following information must be offered from first contact with the police: where and how to get advice or support, including access to medical support, any specialist support (such as psychological support) and alternative accommodation
- PCCs must consult victims of crime when setting policing priorities
- Service providers must include information about the Code on their websites
- PCCs have a reciprocal duty with other criminal justice agencies to work in a way which delivers an efficient and effective local criminal justice system
- Respond to complaints about the service provided through the organisations own complaints processes. If complaints are sent to the wrong organisation, the service provider will pass the complaint onto the relevant organisation. An acknowledgement or full response is required within 10 working days.

As Government seeks to improve and refine the statutory, policy and funding framework that enables the provision of victims' services, the PCC in Lincolnshire will ensure the local delivery model adapts to take account of new requirements and emerging best practice. This will include the publication of a National Victims' Strategy, the development of service quality standards, and the changing roles and responsibilities for partners.⁴

In addition to the broad requirements to provide services to help victims cope, recover and thrive when they have suffered harm as a result of a criminal offence, government policy has provided a framework to ensure victims of some of the most serious crimes have access to specialist support tailored to their needs. For example, the Government's strategy for [Ending Violence Against Women and Girls](#) was published in March 2016⁵. Further details about national policy and strategies are referred to within relevant sections of this strategy.

CHANGING NATURE OF CRIME AND COMMUNITY SAFETY

The Police and Crime Plan published by the PCC recognises that the face of crime is changing, and the police and partners must respond in new ways. Growing threats like child sexual abuse, modern day trafficking, organised crime and online fraud and other computer enabled crimes have a significant impact on those affected, and appropriate support must be in place for victims. Equally, it is important to have a strong focus on preventing crime in the first place. The PCC will work with the force and community safety partners to review the Crime Prevention Strategy, which will define priorities and measures that will be taken to prevent people who live, work or travel in Lincolnshire suffering as a result of crime. It is important that the Crime Prevention Strategy and Victims' Strategy are closely aligned. In particular, all support services commissioned will include objectives to work with victims to prevent crime.

To ensure that the support services provided to victims are appropriate, measures will be put in place to review the needs of victims on a regular basis. This will include an analysis of the types of crimes, and relevant support service required, and regular engagement with service providers to seek feedback on any potential gaps or areas of improvement, as well as engagement with victims of crime.

⁴ 2018 updates: Victims' Strategy published in September 2018, Victims of Major Incidents Framework, the development of quality standards for services to support male survivors of SV.

⁵ Police Reform and Social Responsibility Act 2011, section 1 (6a), 10 (2) and 10 (3)

STAKEHOLDERS

The PCC will work in cooperation with local, regional and national partners to ensure victims in Lincolnshire receive the help and support they need to cope and recover. This is because the needs of victims will be varied and often complex, and it is essential that partners work together to ensure the holistic needs of victims are met.

Lincolnshire Police

The PCC is responsible for holding the Chief Constable to account for the provision of an efficient and effective police service in Lincolnshire, which includes ensuring that the force is complying with the Victims' Code.

County Council and other Community Safety Partners

Lincolnshire County Council (LCC) work in partnership with the police to keep communities safe, reduce crime, and protect and support vulnerable people. LCC and the police work together through a range of multi-agency Boards to tackle a range of public protection issues including the dynamics, impact and effects from, amongst other things, physical, sexual and financial abuse. These include the Public Protection Board, Safeguarding Adults Board and Safeguarding Childrens Board, and Community Safety Partnership. These are supported by Strategic Management Boards for Domestic Abuse and Sexual Violence.

As well as specific activity in response to the shared priorities of sexual violence and domestic abuse, the PCC, police, council and other local partners work together to prevent and respond to community safety issues, such as anti-social behaviour. For example, the anti-social behaviour risk assessment conference (ASBRAC) brings local stakeholders together to identify and respond to anti-social behaviour causing a significant impact on communities and individuals. Through this, victims can be referred to support services where appropriate.

Health Services

The PCC works together with NHS England and local clinical commissioning groups to put in place Sexual Assault Referral Centres (SARCs), which assess and support victims of sexual assault.

Criminal Justice Partners

Successfully prosecuting offenders and bringing them to justice is essential if the public are to have confidence in the criminal justice system. The PRSR Act 2011 and Victims' Code require the PCC, police and other criminal justice partners to work together to ensure an efficient and effective criminal justice system, and to ensure victims of crime are supported. Criminal justice agencies include the police, Crown Prosecution Service, probation, prisons and court service. Due to their geographical boundaries, these organisations come together at a regional level to review performance and consider how they can work together to improve the efficiency and effectiveness of the criminal justice system.

Regional and National Policing

There may be opportunities for PCCs and police forces to share learning, practice and work collaboratively to provide services to support victims more efficiently and effectively. The PCC in Lincolnshire is committed to working together with other PCCs across the country where it is practicable and in the best interests of the people of Lincolnshire.

Service Providers

There are many organisations providing services to victims of crime within Lincolnshire, regionally and nationally, the majority of which are charities. The PCC believes it is important that victims have a choice of the support services they access, which may include organisations that are not directly commissioned by the PCC or other public bodies. The PCC strives to achieve a balance between directly commissioning services to meet the needs of victims, and signposting so that victims are aware of the wide range of other organisations available to provide support.

Organisations providing support services to victims will have significant expertise and knowledge about the experience victims have of the criminal justice system and the help, support and information they need. Therefore, the PCC is committed to regularly engaging with service providers to ensure support services can be continuously improved to meet commissioning needs.

STRATEGIC OBJECTIVES

OBJECTIVE A:

VICTIMS HAVE ACCESS TO THE HELP THEY NEED, WHETHER THEY CHOOSE TO REPORT THE CRIME TO THE POLICE OR NOT

Anyone who suffers harm or loss as a result of crime in Lincolnshire should have access to support services that can help them, regardless of whether they choose to report the crime to the police or not. It is equally important to give victims the freedom to access support services that are relevant to their individual needs. This can be achieved by providing an easily accessible directory of organisations that are available to provide support, information and advice, in addition to the organisations directly commissioned by the PCC and partners.

Victims of certain crime types might require specialist support, and that it is important to monitor changes in crime trends to ensure services remain relevant. Objective C sets out specific areas where support services to victims will be increased based on specialist needs. In addition, the PCC intends to improve access to support for the following groups:

Victims of Road Traffic Incidents, or those bereaved as a result of a Road Traffic Collision

Although many road traffic incidents may not have been the result of a criminal offence, the people affected may need access to support to cope and recover, including those bereaved as a result of the incident. Those who are seriously injured or bereaved as a result of a road traffic collision will be signposted to appropriate support services.

Rural Crime

Rural crime can be defined as crime that is enabled by, or dependent on the rurality or remoteness of a locality. This might include incidents such as theft of farm equipment and hare coursing. The police work closely with the rural and farming communities in Lincolnshire to tackle crime and have developed a Rural Crime Strategy to provide a framework for responding effectively. The PCC will engage regularly with rural and farming communities to discuss issues affecting them.

OBJECTIVE B:

THE PROVISION OF SUPPORT SERVICES WILL BE SEAMLESS, INTEGRATED, AND RESPONSIVE TO VICTIMS' NEEDS THROUGHOUT THEIR JOURNEY THROUGH THE CRIMINAL JUSTICE SYSTEM

Although multiple organisations are involved in the process of preventing crime, responding to incidents, supporting victims, and delivering criminal justice outcomes, the PCC recognises that everything possible should be done to put victims' needs at the heart of process, and make sure victims receive a service that is as responsive and integrated as possible.

In many cases, the public expects to be able to communicate through digital technology and it is important that public services respond by making it easier for the public to interact online. However, enabling the public to interact online is not a replacement for other forms of communication, the public will still be able to call the police, and officers will still attend when it is appropriate to do so.

The needs of victims change over time, particularly as cases progress through the criminal justice system. It is not sufficient simply to offer support immediately following an incident, instead victims should be made aware, and reminded of the services available to them throughout their journey as a result of a regular assessment of their needs.

To complement the Witness Service (currently commissioned nationally by the Ministry of Justice), which offers witnesses emotional and practical help before, during and after the trial, Lincolnshire PCC has also commissioned a Witness Care Unit, which guides victims through the court process, keeping them updated on the case as well as providing support and guidance.

One of the key services available to victims in certain circumstances is Restorative Justice, which can be an important part of the victims' journey to recovery. This process can involve the victim:

- explaining to an offender the impact of the crime on them;
- seeking an explanation and apology from the offender; and

- playing a part in agreeing reparative or rehabilitative activity for the offender e.g. working for free for a charity, paying to repair any material damage, or keeping the victim informed of their progress in getting off drugs or finding a job.

The PCC will put in place process to continuously monitor the experience of victims, and their journey through the criminal justice system to ensure support services are as coordinated and seamless as possible.

OBJECTIVE C: TIMELY AND RESPONSIVE SERVICES WILL BE AVAILABLE TO MEET THE NEEDS OF INDIVIDUALS, ESPECIALLY THOSE WITH COMPLEX NEEDS

Victims of serious crimes, those who are vulnerable, and those who are repeat victims will have access to dedicated and specialist support services. In addition to the specific groups set out below, it is important that any assessment of needs take account of a full range of factors that might result in a crime having a disproportionate effect on a victim, such as those who are disabled or with learning disabilities. As a principle, it is important that victims have access to services that can respond to their individual needs, especially those who are vulnerable or have complex needs. To help achieve this, an Equality Impact Assessment will be undertaken on the delivery of victims' services in Lincolnshire and refreshed annually. This strategy sets out below a range of specialist services that will be made available.

Cyber-crime

Cyber-crime can be defined as crime that is enabled by or dependent on a computer or the internet. Specifically, this can include:

- Fraud that can result in financial loss for individuals and businesses
- Bullying, harassment and stalking
- Sexual abuse or exploitation

The nature of this activity is complex as it is not contained within police force boundaries,

and requires response and intervention at local, regional, national and international levels. National organisations such as the National Crime Agency and Action Fraud have important operational roles to play in relation to identifying, analysing and disrupting criminal activity. However, PCCs have a responsibility to support victims at a local level, and the PCC in Lincolnshire is committed to making sure that individuals and businesses have access to the information and support they need to reduce the chance of suffering harm or loss as a result of cyber crime, and to cope and recover if they are a victim.

Domestic Abuse and Sexual Violence

To support the Violence Against Women and Girls Strategy, the Government has published a [National Statement of Expectations](#)⁶, which sets out what local areas need to put in place to ensure their response to VAWG issues is as collaborative, robust and effective as it can be so that all victims can get the help they need. The Statement sets out expectations that local multi-agency strategies should be put in place to:

- Put the victim at the centre of service delivery;
- Have a clear focus on perpetrators in order to keep victims safe;
- Take a strategic, system-wide approach to commissioning acknowledging the gender nature of VAWG

- Are locally-led and safeguard individuals at every point;
- Raise local awareness of the issues and involve, engage and empower communities to seek, design and deliver solutions to prevent VAWG.

Although these crimes are disproportionately gendered, which is why the Government's approach is framed within a VAWG strategy, it is recognised that men and boys can also be victims of violence and abuse and the approaches set out in the National Statement will benefit all victims of these crimes.

As expressed through the VAWG Strategy and National Statement, protecting and supporting victims of domestic abuse and sexual violence requires an integrated, multi-agency response and the PCC is committed to working with local partners to prevent people from suffering as a result of these crimes and to support those who are victims. To do this, it is important to understand how victims can best be supported and work jointly and collaboratively with local partners to commission services that meet those needs.

Domestic Abuse

Domestic Abuse has a significant impact on individuals, families and communities. It also has major implications for service providers and agencies across Lincolnshire and increases the demand on services and organisations.

The Domestic Abuse Partnership in Lincolnshire has developed a Strategy and Delivery Plan, reflecting the objectives of the VAWG Strategy. The mission states that "Lincolnshire will become a County where domestic abuse will not be tolerated and people will enjoy healthy and respectful relationships. By working together we will ensure that individuals, families and communities are able to recognise domestic abuse in all its forms. We will empower everyone to have the knowledge and confidence to know how to respond".

To complement services commissioned nationally, the PCC supports the LCC to ensure the services are available to victims of domestic abuse include:

- Helplines
- Outreach services

- Accommodation based services, such as refuges
- Drop-in centres
- One to one support
- Advocacy services
- Services to prevent re-offending

Sexual Violence

In Lincolnshire, the Sexual Violence and Abuse Strategic Management Board (SVA SMB) is a partnership that has responsibility for the County's SVA Strategy, which aims to achieve the following objectives:

1. To decrease the occurrences of Sexual Violence and Abuse within Lincolnshire.
2. Create a countywide shift in culture to promote positive relationships where sexual violence & abuse is not acceptable.
3. To identify potential victims and offenders and implement effective interventions to prevent violence and abuse from escalating.
4. To develop local strategies to support the needs of victims; ensuring they have access to services appropriate to their needs and this access is timely. This includes better access to integrated pathways.
5. To enhance data collection and analysis across all agencies to better inform the understanding of the nature and scope of the issue within Lincolnshire.
6. To develop and implement a true multi-agency profile to better enable commissioning of services and early problem solving to prevent offending.
7. To transform multi-agency partnerships to deliver needs led intervention for victims, including the possibility of pooled or devolved budgets in this area.
8. To support the framework set out with the National Statement of Expectations.
9. To improve access to services for new and emerging communities and minorities within the county.
10. To increased confidence in, and access to, the criminal justice system for victims.
11. To develop a robust approach to preventing and

managing perpetrators.

12. Reduce re-offending through effective service provision for perpetrators

In addition, the Lincolnshire Childrens Safeguarding Board has responsibility for the county's strategic response for preventing and responding to child sexual abuse.

Essential services are commissioned by the PCC, together with partners, for a Sexual Assault Referral Centre (SARC) and Independent Sexual Violence Advocates for adults and children. It is also important that victims of sexual violence have access to a range of support services that meet their individual needs, regardless of whether they choose to report the crime to the police or not. Equally, support services should be available to support those who have been victims of sexual violence historically.

Stalking and Harassment

Stalking is a pattern of repeat and persistent unwanted behaviour that is intrusive and engenders fear. It is when one person becomes fixated or obsessed with another and the attention is unwanted. Threats may not be made but victims may feel scared. Even if there is no threat this is still stalking and it is a crime.

- 1 in 5 women and 1 in 10 men will experience stalking in their adult life ⁷
- Victims do not tend to report to the police until the 100th incident ⁸
- 1 in 2 domestic stalkers, if they make a threat, will act on it ⁹
- 1 in 10 stalkers, who had no prior relationship, if they make a threat will act on it ¹⁰

Stalking and harassment is an identified priority area within the government's Violence Against Women and Girls Strategy 2016-20. The government proposes to introduce a new civil Stalking Protection Order which will tackle perpetrators of this frightening and distressing crime at an early stage to help prevent victims becoming targets of a prolonged campaign of abuse, sometimes lasting for many years. Employers

also need to ensure that consideration of violence and abuse is mainstreamed with policies to support staff who may be victims of domestic abuse or stalking.

In 2017 HMIC are due to report on the thematic inspection on stalking and harassment. The recommendations will be considered by the PCC who will work with the police and local partners to drive change and local delivery in the county. This will include how to tackle online offending, where the internet has also facilitated the obsessive behaviour of stalkers. Stalking must be identified at the earliest opportunity so that appropriate interventions can be put in place to disrupt the underlying delusion of power and control which is prevalent in this type of offending.

Improving the police and criminal justice response to stalking and harassment is central. The court process can be lengthy and challenging – it is imperative that the first response by police but also by any other agency, is right first time, every time.

Children and Young People

The Victims' Code defines a vulnerable victim as anyone who is under the age of 18 at the time of an offence. In addition to the special measures set out in the Code, it is important that the support available to children and young people who are victims of crime is appropriate and relevant. For example, the provision of Children and Young People's Independent Sexual Violence Advisers, access to advice, information and support about online bullying and harassment, and support for those affected by domestic abuse.

In addition, partners will work together to ensure a coordinated approach to preventing child sexual exploitation and female genital mutilation, and provide the services necessary to support victims to cope.

Elderly People

Certain crime types may have a more significant impact on elderly people and their quality of life. It is important to have an ongoing awareness of these issues and work closely with partners to prevent these crimes taking place, and protect and support victims.

⁷ Homicides, Firearm offences and intimate violence 2009/10; Supplementary Volume 2 to Crime in England and Wales 2009/10 2nd edition. Home Office Statistical Bulletin 01/11

⁸ Sheridan, 2005

⁹ MacKenzie, McEwan, Pathé, James, Ogloff & Mullen, 2009

¹⁰ MacKenzie, McEwan, Pathé, James, Ogloff & Mullen, 2009

Modern Slavery

The Modern Slavery Act 2015 recognises that servitude, forced or compulsory labour and human trafficking are all forms of modern slavery. Victims of modern slavery may be vulnerable and their needs may be complex. The Home Office currently commissioned support services for victims of modern slavery. Details of the services available will be included in a regional strategy that sets out how police forces and other agencies within the East Midlands region will act to prevent and respond to modern slavery.

Mental Health

A [Mental Health Crisis Care Concordat](#) was published by Government in 2014 ¹¹ makes a commitment that includes the following statement: "We commit to work together to improve the system of care and support so people in crisis because of a mental health condition are kept safe and helped to find the support they need – whatever the circumstances in which they first need help – and from whichever service they turn to first." The Association of Police and Crime Commissioners has signed the statement on behalf of PCCs in recognition of the importance that PCCs place on the need to ensure people with mental health conditions receive the support they need.

The PCC in Lincolnshire recognises that victims may have a mental health condition, or may have their mental health effected as a result of the harm or loss they suffer because they were a victim of crime. Services to support people with mental

health conditions are already provided by local health services but it is important to coordinate and build on these to ensure that appropriate services are made available to help victims with mental health conditions to receive the support they need.

Repeat and Vulnerable Anti-Social Behaviour Victims

Although the Victims' Code primarily requires that services are provided to victims of crime, which may not include incidents of anti-social behaviour, anyone who is vulnerable or suffers from repeated incidents should also have access to support services. In Lincolnshire, the police and partners adopt an Anti-Social Behaviour strategy, which aims to reduce instances of anti-social behaviour and the numbers of people who are involved in, or at risk of anti-social behaviour (both victims and perpetrators). Where anti-social behaviour does occur, partners commit to putting the victim first, particularly if they are vulnerable or a repeat victim. To ensure that victims' needs continue to be identified and met, the PCC and police, together with other local partners will:

- Ensure the policy is continually reviewed and updated in line with changing policy or legislative requirements, as well as in response to feedback provided by the public
- Ensure that repeat and vulnerable victims of anti-social behaviour are identified at the earliest opportunity and referred to support agencies
- Ensure services are in place to support repeat and vulnerable victims of anti-social behaviour

OBJECTIVE D: COMMISSIONING OF SERVICES WILL BE EVIDENCE-BASED AND ENSURE THAT FEEDBACK FROM VICTIMS ABOUT THEIR EXPERIENCE IS USED TO ENABLE CONTINUOUS IMPROVEMENT

Crime trends change over time, and it is important to ensure that the services available to support victims are continuously reviewed to take account of these changes. This includes reviewing the types of

crime and the level of impact on victims, what kind of information, support and advice might be needed by victims to cope and recover, and analysing the services currently provided to identify any potential gaps in service.

¹¹ Menal Health Crisis Care Concordant: Improving Outcomes for People Experiencing Mentl Health Crisis, published in February 2014

OBJECTIVE E:

RESOURCES ARE MANAGED EFFICIENTLY AND EFFECTIVELY, ENSURING ANYONE WHO HAS BEEN A VICTIM HAS ACCESS TO THE SUPPORT THEY NEED, WHILST PROVIDING TARGETED AND SPECIALIST SERVICES TO THOSE WITH MORE COMPLEX NEEDS

The ambition of the PCC is to ensure that anyone who has been a victim of crime in Lincolnshire has access to the help, support and advice they need. In summary, the following types of services will be made available:

- General support services that will meet the needs of the majority of victims by providing information, offering advice, emotional support, and practice help
- Specialist support services for people with complex needs
- A directory of services providing the details of a wide range of organisations available to offer advice, information and support

To enable the delivery of these services, the PCC has the following financial means available:

- An annual grant provided by the Ministry of Justice specifically for the provision of services to support victims of crime, including the provision of Restorative Justice Services
- The ability to make Crime and Disorder Grants
- The ability to bid for national funding, such as the Violence Against Women Transformation Fund and the Police Transformation Fund

The PCC is also enabled through legislation to work with other community safety and criminal justice partners to reduce crime and provide efficient and effective services, which provides the opportunity to work together to commission services. This is important to ensure that services are integrated and coherent, and can be meet the holistic needs of a community or individual.

GOVERNANCE & PERFORMANCE

The PCC must hold the Chief Constable to account for the provision of an efficient and effective police force. In addition, the PCC must work with other community safety and criminal justice partners to reduce crime and provide an efficient, effective criminal justice system. Governance and performance processes enable the PCC to ensure he is fulfilling his responsibilities.

Diagram 1 overleaf shows a model for commissioning relevant to the provision of victims' support services in Lincolnshire. It sets out the role of commissioners, delivery agents, service providers and service users, underpinned by providing services that are efficient and value for money, based on an analysis of need, and with a performance framework enabling continuous improvement.

Diagram 1: The role of the commissioners, delivery agents, service providers and service users as part of the commissioning cycle



The table below shows how the governance arrangements for the PCC and police force, services that are commissioned collaboratively with local partners, and criminal justice agencies could be delivered in the context of the 'understand, plan, do and review' commissioning model. This, and Diagram 1, provide the basis for the governance and

performance framework for overseeing the delivery of victims' services in Lincolnshire.

The performance framework for the provision of victims' services will need to take account of outcomes framework currently under development by the Ministry of Justice once this is available.

Table 1: Activity and tools required throughout the commissioning cycle

	PCC/Force	Co-commissioning	CJS (Regional)
Understand	<ul style="list-style-type: none"> Benchmark against code and other requirements Understand crime and anti-social behaviour rates (force and CSEW) Carry out victims' needs assessment Map available services and gaps 	<ul style="list-style-type: none"> Identify shared priorities Analysis of need Identify available funding 	<ul style="list-style-type: none"> Benchmark against code and other requirements Map/review victims' journey Understand victims' perspective (feedback and complaints)
Plan	<ul style="list-style-type: none"> Develop Police and Crime Plan Develop relevant strategies Agree operational delivery plan against strategy and Code Agree commissioning plan for delivery of services 	<ul style="list-style-type: none"> Develop shared strategy and plan for priority services Develop commissioning plan 	<ul style="list-style-type: none"> Agree CJS improvement plan (supporting national Criminal Justice Board plans) Plan for compliance with the Code
Do	<ul style="list-style-type: none"> Strategy implementation Commission support services 	<ul style="list-style-type: none"> Commission support services in context of wider strategy 	<ul style="list-style-type: none"> Plan/monitor implementation
Review	<ul style="list-style-type: none"> Code compliance checklist and dashboard Single performance framework for commissioned services Victim perception data (including USS, complaints, public engagement feedback) MoJ outcomes framework Service providers' engagement 	<ul style="list-style-type: none"> Performance framework to support strategy and commissioned services Service user perspective Service provider perspective 	<ul style="list-style-type: none"> CJS performance framework, including compliance checklist Victim and witness perspective



Marc Jones
POLICE & CRIME
COMMISSIONER

LINCOLNSHIRE
SAFER TOGETHER

Lincolnshire Police Headquarters
Deepdale Lane, Nettleham, LN2 2LT

01522 947192
lincolnshire-pcc@lincs.pnn.police.uk
www.lincolnshire-pcc.gov.uk