

# Victimsfirst

Business Development Plan



**2017-2019**



**We put the victim at the  
heart of everything we do**

# Contents

---

|   |          |
|---|----------|
| <b>Our Achievements</b>                       | <b>1</b> |
| <b>Introduction</b>                           | <b>2</b> |
| <b>Our Strategic Goals</b>                    | <b>3</b> |
| <b>Service Delivery &amp; Victim Outcomes</b> | <b>4</b> |
| <b>Managing Income &amp; Resources</b>        | <b>5</b> |
| <b>Developing our People</b>                  | <b>6</b> |
| <b>Partnerships &amp; Stakeholders</b>        | <b>7</b> |
| <b>Putting Victims First &amp;</b>            | <b>1</b> |
| <b>Victims Code of Practice Compliance</b>    | <b>8</b> |

---

# Our Achievements 2016-2017

Each Coordinator has supported **1,870** victims

Discussed a restorative intervention with **450** victims

Achieved **98%** victim satisfaction

Supported **26,186** victims of crime

Produced literature in **8** different languages

Recruited and trained **51** volunteers

Spent over **£20,000** on practical support for victims

Completed **41** Corporate Agreements with local companies

Increased self-referrals and third party referrals by **5%**

Contacted **98%** of victims within 48 hours of referral to the service

Worked with people from over **10** BME communities

Achieved **100%** satisfaction after a restorative intervention

Attended **55** home visits with vulnerable people

# Introduction

The business development plan is being published alongside our four strategic goals that have been set taking into account the national picture in relation to victim and witness care, the priorities set by the Northumbria Police & Crime Commissioner Dame Vera Baird QC and our obligations in relation to the Victims Code of Practice.

## Our Mission, Vision & Values

### Our Mission

To create a Northumbria area where victims of crime feel confident to seek help and when they do, they are provided with a choice of high quality support tailored to meet their individual needs.

### Our Vision

We will put the victim at the heart of everything we do, increasing support to the most vulnerable and those persistently targeted.

### Our Values

We are responsive trusted and ambitious, valuing integrity, empathising and empowering victims in their recovery journey.

The charity’s vision, mission and values underpin everything we do. This keeps us focussed on preventing further victimisation, increasing criminal justice outcomes, where appropriate and ensuring victims are provided with support to cope in the aftermath of crime.

Victims are often referred to us when they are at their most vulnerable, in desperate need of help and we will provide the crucial support they need, ensuring their voices are heard in shaping future victims services for Northumbria.

## Who and what influences our business development plan

| Victims and Service Users   | Our Partners   | Governance and Regulation   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Service delivery</li> <li>• Victim satisfaction results</li> <li>• Consultation with victim focus group</li> <li>• Victim cope and recovery</li> <li>• MoJ</li> <li>• PCC</li> <li>• NP</li> <li>• Commissioned services</li> <li>• Non commissioned services</li> </ul> | <ul style="list-style-type: none"> <li>• Police &amp; Crime Commissioner</li> <li>• Northumbria Police</li> <li>• Non commissioned services</li> <li>• Commissioned services</li> <li>• CPS</li> <li>• HMCTS</li> <li>• RJC</li> <li>• HMP Northumberland</li> <li>• Schools</li> <li>• YOT</li> <li>• CRC</li> <li>• National Probation</li> <li>• Local Authorities</li> </ul> | <ul style="list-style-type: none"> <li>• Charity Commission</li> <li>• Funders</li> <li>• RJC</li> <li>• Victims First Board of Trustees</li> <li>• HMRC</li> </ul> |

# Our Strategic Goals

## Strategic Goal - 1 Service delivery & victim outcomes

We will measure outcomes and performance to determine the effectiveness of the service and focus on continuous improvement, ensuring we are accountable to the individuals we support.

## Strategic Goal - 2 Managing income & Resources

To increase the financial strength of our charity to ensure growth and sustainability, providing effective governance and management of resources.

# Victims

## Strategic Goal - 3 Developing our people

To develop our staff and volunteers to ensure that they are provided with the skills and knowledge, to deliver the most appropriate high quality care to victims.

## Strategic Goal - 4 Partnerships & stakeholders

To engage with communities and continue to build effective relationships with our criminal justice partners ensuring the public has confidence in our service.

We will measure outcomes and performance to determine the effectiveness of the service and focus on continuous improvement, ensuring VFN is accountable to the individuals we support.

## We will...

- We will implement an enhanced service delivery model to ensure a responsive service is in place to support the most vulnerable and persistently targeted victims and witnesses.
- We will continue to develop our communication and marketing strategy to ensure all victims with needs are referred to the service.
- We will develop a strategy to increase the number of restorative interventions and measure restorative outcomes.
- We will develop new ways to measure victim satisfaction with the objective of continuously evaluating victim care and responding to service user's feedback.
- We will continue to develop the victim focus group using the 'victims voice' to consider continuous improvement to the service and empower them on their cope and recovery journey.
- We will continue to develop, and enhance service delivery ensuring our KPI's align with the strategic objectives of VFN.
- We will be members of strategic and operational groups with criminal justice partners and try to influence positive changes to the victims experience and compliance with VCoP.
- We will continue to develop and implement 'Champion Roles' and respond to crime statistics for Northumbria.
- We will analyse victimology statistics and respond to the results.

## Measured by...

Measured by implementing enhanced support for victims and witnesses in the criminal justice process.

Measured by increasing marketing and engagement activities.

Measured by introducing a new VFN website.

Measured by increasing restorative interventions.

Measured by increasing victim satisfaction survey rates.

Measured by increasing membership of the focus groups and outcomes.

Measured by membership of strategic groups.

Measured by increasing champion roles and expertise of VFN staff.

Measured by key performance indicators that effectively measure performance.

To increase the financial strength of our charity to ensure growth and sustainability, providing effective governance and management of resources.

# Managing Income & Resources

## We will...

- **We will** develop an income strategy to support growth and sustainability, ensuring any funding opportunities are considered in line with the strategic goals of the organisation.
- **We will** strengthen our governance structure to demonstrate effective use of our resources and meet the obligations as set out by the Charity Commission.
- **We will** make informed business decisions about the professional services we contract, ensuring our suppliers provide an efficient and effective service representing value for money.
- **We will** have a robust risk management process in place to identify any risks to the organisation and take action when needed.
- **We will** plan for the future and identify suitable estate options that meet service delivery and victim outcome needs.
- **We will** develop and maintain a new case management system that will have the capability to measure victim cope & recovery and also provide high quality performance information that will comply with grant monitoring requirements and MoJ demands.

## Measured by...

**Measured by** the increase in numbers of funders and the income available to support victim care.

**Measured by** having detailed financial guidance governance arrangements.

**Measured by** working to gain the PQASSO Quality Mark



**Measured by** having an effective risk management framework

**Measured by** the VFN office(s) & staff relocation by 2019.

**Measured by** the introduction of a new victim case management system.

To develop our staff and volunteers to ensure that they are provided with the skills and knowledge, to deliver the most appropriate high quality care to victims.

### We will...

- **We will** develop VFN HR policies that meet the needs of the charity and support the recruitment, retention and development of the team.
- **We will** improve upon the existing training plan for both staff and volunteers introducing a training matrix to assess experience and skills and support the succession planning process.
- **We will** identify high quality and effective training providers who provide value for money and meet staff skills needs.
- **We will** survey our staff and use the results to improve development, motivation and retention.
- **We will** make available to staff and volunteers internal and external opportunities for training, self development and leadership roles.
- **We will** ensure that we promote equality and diversity in our work place.
- **We will** provide an effective supervision and appraisal process for all staff agreeing individual staff development plans and recognition in relation to success.
- **We will** start the process to gain accreditation for our volunteer training programme and consider the potential to develop additional virtual and face to face learning packages.
- **We will** consider flexible working arrangements for all staff that support increased accessibility for victims.
- **We will** create an induction programme for staff, volunteers and board members.
- **We will** conduct annual board effectiveness reviews and ensure trustees have the appropriate skills to support the future strategic plan for VFN.

### Measured by...

Measured by the implementation of independent HR policies.

Measured by training matrix and succession plan in place.

Measured by staff recruitment and retention rates.

Measured by staff & volunteers trained to a high level.

Measured by improved staff survey results.

Measured by a diverse workplace that meets victim needs.

Measured by working to gain liVE.



Measured by completed board effectiveness reviews.

To engage with communities and continue to build effective relationships with our criminal justice partners ensuring the public has confidence in our service.

### We will...

- **We will** continue joint working with Northumbria Police to ensure the needs of victims are understood at the first point of contact and appropriate referrals to VFN made in all cases.
- **We will** work with commissioned and non-commissioned services to ensure victims receive a coordinated pathway of care and develop a process to measure this.
- **We will** continue our memberships with strategic groups and operational groups that impact on victim care
- **We will** ensure that there is a process with other criminal justice partners to provide victim feedback and consider joint improvements to care.
- **We will** be advocates to influence any improvements to the care of victims and future strategic approaches by other services.
- **We will** comply with Victims Code of Practice and ensure that this is regularly discussed with other services.

### Measured by...

Measured by increased referrals to VFN.

Measured by increased referrals to other specialist services.

Measured by accountability of joint performance information with other services.

Measured by compliance with VCoP.

Measured by membership of victim and witness care groups.

# Putting Victims First & Victims Code of Practice Compliance

|  | Victim Care Guidelines   | Does VFN do it? |
|--|--|-----------------|
| <b>Our Mission, Vision &amp; Values</b>  | To create a Northumbria area where victims of crime feel confident to seek help and when they do, they are provided with a choice of high quality support tailored to meet their individual needs. | ✓               |
|  | We will put the victim at the heart of everything we do, increasing support to the most vulnerable and those persistently targeted.  | ✓               |
|  | We are responsive trusted and ambitious, valuing integrity, empathising and empowering victims in their recovery journey.  | ✓               |
| <b>Victims Code of Practice</b>          | An enhanced service if you are a victim of serious crime, a persistently targeted victim or a vulnerable or intimidated victim.  | ✓               |
|  | A needs assessment to help work out what support you need.   | ✓               |
|  | Information on what to expect from the criminal justice system.  | ✓               |
|  | Be referred to organisations supporting victims of crime.  | ✓               |
|  | Receive information about Restorative Justice and how you can take part.   | ✓               |
| <b>Police &amp; Crime Plan 2017-2021</b> | Provide timely information and communication about cases to suit the individual needs of victims – from report of a crime right up to a potential court case and beyond.                           | ✓               |
|  | Commission victim services that respond to the existing and emerging needs of victims of crime in Northumbria.   | ✓               |
|  | Listen carefully to victims and use their experience of Northumbria Police and the Criminal Justice System to help shape training and improve our service and the victims' experience.             | ✓               |
|  | Continue to develop and enhance safeguarding and our protection of vulnerable victims – understanding and responding to their needs to reduce repeat victimisation.                                | ✓               |
|  | Provide restorative justice opportunities where appropriate to help repair the harm caused by crime.   | ✓               |
|  | Assess and understand the needs of victims at the first point of contact, helping to strengthen the police response to victims and ensuring victims are connected with the support they need.      | ✓               |
|  | Continue to provide a 'one stop shop' for victims of crime, offering emotional and practical support, restorative justice and referrals to specialist support all under one roof.                  | ✓               |

# Victimsfirst

0800 011 3116

heal



**REFORM**



[enquiries@victimsfirstnorthumbria.org.uk](mailto:enquiries@victimsfirstnorthumbria.org.uk)

[www.victimsfirstnorthumbria.org.uk](http://www.victimsfirstnorthumbria.org.uk)