

## SSCJP Delivery Plan 2018-2020 Final Version

Surrey and Sussex Criminal Justice Partnerships operate as two distinct Local Criminal Justice Boards (LCJBs) with the **shared common purpose of providing an effective and efficient Criminal Justice System** for their respective areas. This Delivery Plan draws together jointly agreed priorities and activities over a two year period with a focus on action for 2018-19. Separate high-level activity plans are appended to this Plan that distil the activities into a county focus with opportunities for collaboration across both partnerships. Each activity is overseen by a Board Member to provide clear lines of accountability.

This Plan has been informed by the joint SSCJP Planning Event held in December 2017 and follows a 'performance and risks' approach with each activity supporting the following **overarching priorities**:

- **Improving Outcomes for Victims, Witnesses, Suspects and Offenders**
- **Reducing Re-Offending and Transforming Rehabilitation**

### Activities:

#### Transforming Summary Justice (TSJ)

At the heart of delivering an effective and efficient local CJS is the timely investigation of cases and decision making in respect of prosecution or diversion from court. For matters progressing through the Magistrates' Courts TSJ is the means of achieving good performance. Within TSJ are a number of performance indicators that benchmark success against national performance and that of other areas. SSCJP hosted a regional TSJ event in November 2017 to highlight areas of the system in need of improvement and this will form the core of our work through 2018-19. With over 80% of all cases falling under the remit of TSJ, getting this right will be the most productive way of improving outcomes for victims and witnesses.

#### Action:

Both partnerships will raise the level of scrutiny for TSJ with the aim of reducing the number of unnecessary court hearings and ensuring that those that do take place are effective. Key partners involved with this work are Police, Courts, CPS, Probation and Defence.

**Lead Group: Core Performance**

#### Bail Act and Postal Charging/Requisitioning (PCR)

Government led changes to increase police supervision and scrutiny of suspects under investigation has had significant impact on the way that cases are entering the court system. Arrest rates have fallen and fewer suspects are being released on police bail for less serious cases. Many suspects are being invited to attend police stations voluntarily and being released pending further investigation, some subsequently being charged or requisitioned by post to appear at court. This presents a risk to the timely presentation of cases at court and the effectiveness of first hearings when defendants fail to appear.

#### Action:

Both partnerships will ensure that improvements are made to the overall timeliness of cases entering and progressing through the CJS. Key partners are Police, CPS, Courts and Defence.

**Lead Group: Core Performance**

#### Serious Crime

The CJS needs to respond effectively to increasing levels of reporting of serious and specialist crimes. Sexual offences and domestic abuse continue to dominate public interest and recent concerns regarding disclosures have resulted in high media profile and present a risk to the

system. SSCJP has already taken steps to target improvements in dealing with rape and serious sexual offences (RASSO) and has directed that a fresh look is given to how effective we are at dealing with cases of domestic abuse. This will need to include stalking and harassment and other serious crimes such as hate crime and modern slavery.

Effective investigation, prosecution and management of offenders who present the highest risks will be central to our work in keeping the public safe from dangerous offenders. Most serious crimes are dealt with by Crown Courts so the focus will be on delivering effective prosecutions, timely trials and ensuring that sentences are effectively delivered.

**Action:** The joint RASSO work will continue with its focus moving into effectiveness at court and we will review our SDVC model to identify areas of improvement for cases of domestic abuse, stalking and harassment. Key partners are Police, CPS, Courts, Probation and Commissioners.

**Lead Groups: RASSO Group and Victim and Witness Groups**

**Action:** Performance with Crown Court prosecutions will be overseen by the Core Performance Group and links to effective risk management will be through Multi-Agency Public Protection Arrangements (MAPPA).

**Lead Group: Core Performance**

**Improve Victim Outcomes**

The victim's journey through the CJS starts with the initial crime or incident where early identification of risks to safety and needs should be established and ends with being able to cope and recover. The Victim's Voice should be 'listened to' and 'taken seriously' and this can be sought and evidenced at various key points during investigation, prosecution or diversion.

Proper presentation of victim and witness needs can be achieved with early assessments, Victim Personal Statements and applications for protection orders and compensation. This is particularly important for vulnerable and intimidated victims and witnesses. A safe journey through the system is itself a positive outcome and can be assisted with technology. Use of video to capture evidence and enabling witnesses to present their evidence in a safe environment are two ways of improving outcomes.

Access to restorative justice for those wishing to meet or contact the offender/harmer is well evidenced and included in the Code of Practice for Victims of Crime. Each partnership is seeking to mainstream restorative practice as an option for victims seeking such remedy.

**Action:**

Each partnership will retain multi-agency groups dedicated towards improving outcomes for victims and witnesses and providing safe environments for giving evidence. These groups draw together CJS practitioners and commissioners who are responsible for conveying the Victim's Voice and responding to identified needs. Surrey will utilise thematic feedback and case studies provided by the PCCs Office and Sussex will continue to develop its Outcomes Dashboard, responding to information provided through partner surveys. Key partners are Police, CPS, Courts, Victim Support, Witness Service and Commissioners.

**Lead Group: Victim and Witness Groups**

**Diversion from CJS - Out Of Court Disposals (OCD)**

Formal court process is not always the preferred route for achieving justice for victims and changes in behaviour for offenders. Timely interventions earlier in the process can achieve better outcomes without needing formal sentencing. Successful initiatives for young people such as Youth Restorative Interventions (YRI) have proved that behaviours can be changed with less people being criminalised. More recent work with female offenders is providing similar results for adults. Police forces are being encouraged to adopt new working practices in relation to cautioning and mentoring of offenders to achieve better outcomes and reduce the burden and costs associated with formal justice.

**Action:**

Each partnership will extend its work with diversion through different approaches.

Surrey will build upon YRI and develop new approaches for adult offenders by introducing 'Surrey Checkpoint' – a new initiative looking at diversion appropriate to need for eligible offenders. This will form part of the Surrey Transforming Justice Programme. Key partners are Police, Commissioners, Probation and Youth Services/Local Authorities.

Sussex will develop its Women's Justice Interventions by implementing a new 'Triage and Diversion' project to test longer-term sustainable options for female offenders. It will also work closely with Surrey to adopt elements of the 'Checkpoint' programme. Youth Offending Teams will consider extending the Brighton & Hove initiative for dealing effectively with first time entrants to the CJS. Key partners are Police, Local Authorities, Probation and Youth Offending Services.

**Lead Group: Reducing Re-Offending Group (Sussex) and Transforming Justice Board (Surrey)**

### **Reducing Re-Offending and Effective Rehabilitation**

Health and housing have been identified as priority areas for community safety and criminal justice partners to work together in support of the Police and Crime Plans for Surrey and Sussex. Access to and continuity of accommodation and health care for offenders entering and leaving the CJS have been highlighted as the key areas of need for rehabilitating offenders. Health includes substance misuse and mental health, and remains a high area of risk for prisons and offender managers. Aging prison populations and increasing levels of drug related crime within prisons add significantly to the demand on services.

These issues are equally relevant to prisoners released on licence, those on community sentences and other offenders being managed through diversion. The partnerships bring together the leading criminal justice agencies who are working with young people and adults to ensure that sentences are completed effectively.

National reports and local figures indicate that the use of community penalties as an effective form of reducing re-offending has dropped significantly. SSCJP wants to gain a better understanding of the reasons why this form of sentencing has declined and where appropriate take steps to raise the profile as an effective sentencing option.

**Action:** Reducing Re-Offending Groups will operate in Surrey and Sussex drawing together key expertise from criminal justice and community safety partners to problem solve and tackle performance issues and reduce the risks presented by offenders with a focus on health, housing and community penalties. Both areas are developing initiatives for women and young people with a view to expansion to include adult males. These groups will identify gaps in service and issues with performance and provide an escalation route for matters referred from IOM. The Surrey RRO Group will perform a key role in delivering the Surrey PCC's Strategy for Reducing Re-Offending.

Key partners are Police, Probation, Youth Offending Services and Prisons working with Commissioners from Health and Local Authorities.

**Lead Group: Reducing Re-Offending Groups**

### **Modernisation – Estates and Technology**

Court Centres act as the most dynamic point of the CJS drawing together public and practitioners in multi-agency environments. SSCJP learned about the challenges faced by HMCTS with the aging court estate in Surrey and Sussex that would benefit from a multi-partner exercise to review the current situation and benchmark against future multi-agency needs. HMCTS welcomes the partnerships co-ordinating this work.

**Action:** Both partnerships will assist HMCTS by co-ordinating a multi-agency review of the court estate in Surrey and Sussex and SSCJP will continue to promote the use of digital and video working including prison to court video links to reduce prison disruption and aid rehabilitation.

**Lead Group: SSCJP and Support Team.**

The majority of digital programmes are being led nationally and the partnerships role will be to co-ordinate these activities and communicate information to ensure join-up locally and identify any gaps for local innovation. Video Enabled Justice (VEJ) will be led by the Sussex PCC through the South East Collaboration Programme (Sussex, Surrey, Kent and London) and both partnerships

will continue to act as key local stakeholders. Sussex Police has established 'live-link' facilities for police-witnesses at all main police stations and custody centres. Surrey Police has provided 'live-link' facilities at Staines and Reigate and will launch the facility at Guildford Police Station during 2018. There are implications for both areas to video link remand hearings for custody cases and these will need to be further tested and resolved through the VEJ programme.

**Action:** VEJ to remain a standing item on the agenda at SSCJP meetings where both partnerships will act as senior local stakeholders.

**Lead Group: VEJ Programme and SSCJP**

Video link facilities cannot be guaranteed for civilian witnesses in all cases as not all court-rooms are equipped with video. Suitable sites also need to be identified for vulnerable witnesses to give their evidence from safe environments away from court and the need to develop local protocols that link with the national network to ensure that Surrey and Sussex can manage local business effectively with points of contact to overcome technical issues and accommodate requests for video provision from other areas.

**Action:** SSCJP will bring together key partners to develop protocols whilst working within limitations of technology and funding. Key partners are Police, CPS, Courts and Witness Service.

**Lead Group: Victim and Witness Groups**

We also need to ensure that our local CJS is able to deal effectively with significant increases in cyber-crime in respect of staffing, capacity and expertise. Support for vulnerable victims and witnesses will be central to this work to ensure that investigations and cases progress in a safe environment.

**Action:** We will review our capacity and effectiveness at dealing with cyber-crime, particularly in respect of vulnerable people. Key partners are Police, CPS and Courts.

**Lead Group: SSCJP and Support Team**

## **Operating Model**

Board Meetings will be held quarterly to bring together senior leaders for information sharing and discussions relating to national programmes, commissioning updates and transforming justice. High-level risks and issues with performance will be escalated for problem solving, decisions and action.

A high-level action plan will be used to track performance and mitigate against risks. Activities will be overseen by Board Members. An agreed set of indicators will be developed to demonstrate an effective, efficient and fair CJS. Both partnerships will operate sub-groups with a focus on core performance, victims and witnesses and reducing re-offending.

Underpinning our work will be the ethos of promoting equality and recognising diversity for staff working in the CJS, service users and support groups. Whilst most of our work focuses on specific themes or groups of people we will ensure that the system is fair as well as effective. SSCJP will continue to challenge itself and partners to ensure fairness through compliance with regulations and good practice.

Both partnerships will remain sighted on the work of the national Criminal Justice Board, strategic CSPs and other key bodies through attendance at meetings or information sharing arrangements through minutes and reports. SSCJP Support Team will collate and share relevant material with members.

This plan is designed to support the Police and Crime Plans for Surrey and Sussex and fulfil the statutory duty of PCCs and criminal justice partners to work together to provide an effective and efficient CJS.

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