



# Strategic plan 08/11

Hertfordshire  
CRIMINAL JUSTICE BOARD



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# Foreword

The Hertfordshire Criminal Justice Board (HCJB) formally brings together the Police, Her Majesty's Court Service, Crown Prosecution Service, Youth Offending Teams, the National Offender Management Service (NOMS – incorporating Hertfordshire Probation Area and the Prison Service) and the Legal Services Commission to provide a 'joined up' criminal justice system aimed at ensuring more offenders are brought to justice, reduce re-offending, improve victim and witness care and increase public confidence in criminal justice. This publication sets out the LCJB strategy for 2008 – 2011.

The Criminal Justice System (CJS) is currently undergoing large scale reform. Virtually every criminal justice agency and service has made major improvements to the way it serves the public. A programme of joint agency projects and initiatives have been introduced and implemented and we are fundamentally changing the way we work together, by developing new and stronger local and national partnerships.

During their first five years, the LCJB has made considerable progress towards improving local criminal justice services. Co-operation between our Criminal Justice agencies has increased through joint planning and identification of local priorities, followed up by agreeing co-ordinated strategies and establishing responsibilities. This is a 'living document' which aims to reflect the criminal justice reform agenda and the needs of the local communities across the county.

A handwritten signature in black ink that reads "F. A. Whiteley". The signature is written in a cursive style with a large, looped 'W'.

**Frank Whiteley, Chair of the HCJB,  
Chief Constable of Hertfordshire**

# 1 Vision Statement

Hertfordshire Criminal Justice Board shares a vision of a criminal justice system which encourages joint agency cooperation to bring offenders to justice swiftly and to reduce re-offending. The Board will work to ensure the public of Hertfordshire have confidence in the local criminal justice agencies and that those agencies meet the needs of victims and witnesses of crime.

## Mission Statement

### **Bringing offenders to justice:-**

We will work together to improve the effectiveness and efficiency of our processes within the CJS locally, draw specific focus to the most serious offences, and enforcing all orders of the courts.

### **Public confidence and Community engagement:-**

We will improve the public's confidence in the local CJS by sharing the key messages of how fair and effective it is through all available media. We will also identify and address any inappropriate disproportionality at key stages through the CJS processes. We will do this by challenging each decision making point in the process and making comparative data sources available for independent review.

### **Victims and witnesses at the heart:-**

We will improve victim satisfaction with the service provided by the Police and improve the satisfaction of the victims and witnesses with the service provided by all the CJ agencies.

### **Tackle the most prolific offenders:-**

We will jointly invest resources to identify, apprehend and bring to justice the most prolific offenders in the county. We will work together with extended partners to divert these offenders from a life of crime, and holistically wrap the support services around them to reduce re-offending.

### **Reduce Re-offending:-**

As well as the measures described above in relation to prolific offenders, there is a wide portfolio of interventions provided by the Probation Service and Youth Offending Teams which seek to reduce re-offending. In addition HCJB supports and encourages the County Council and all voluntary organisations to provide offender accommodation and employment opportunities throughout the county. The HCJB will work cooperatively with the Health Service to provide improved early screening of offenders demonstrating mental health issues into interventions or appropriate diversions from custody.

### **Timely and efficient processes:-**

We will work together through modernisation and co-ordination of IT systems, and streamline processes to improve the workflow efficiency and timeliness of the local CJS. We will work together with the National Criminal Justice Board (NCJB) and Office for Criminal Justice Reform (OCJR) to deliver these improvements.

### **Multi Agency Public Protection Arrangements (MAPPA):-**

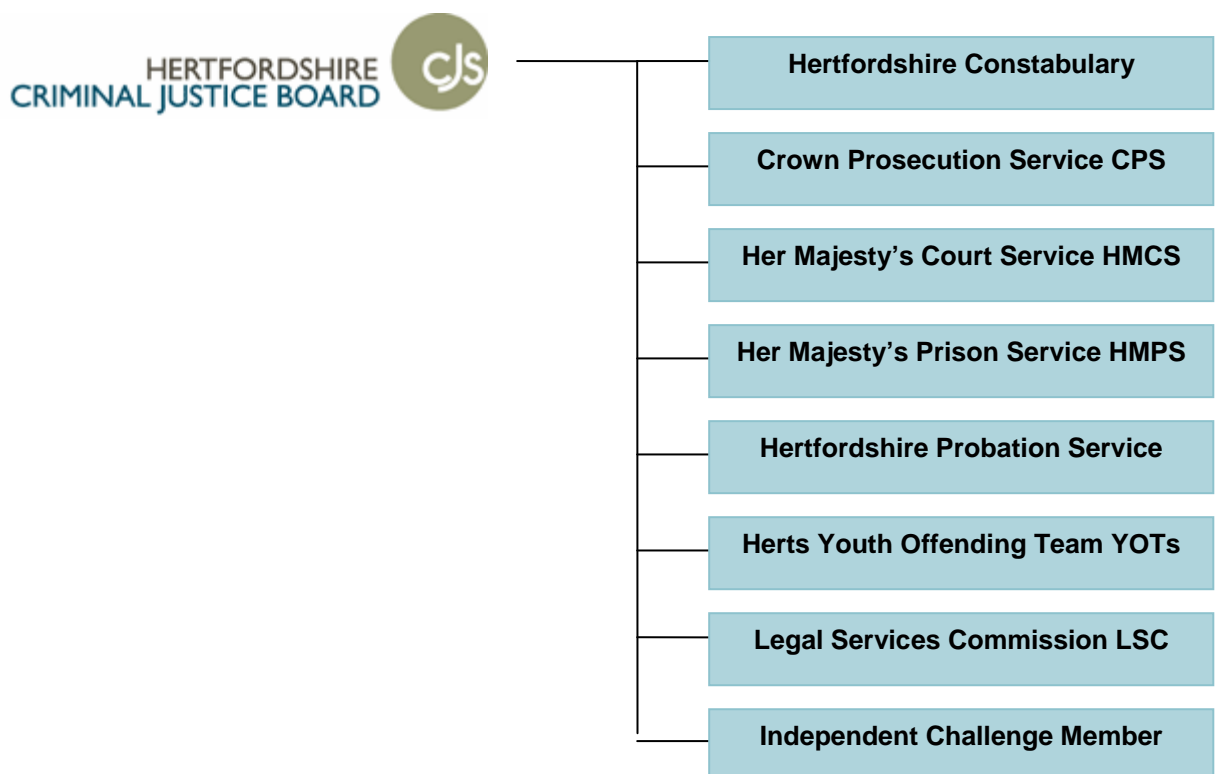
We will work collaboratively to ensure the joint agency risk management processes of the MAPPA Responsible Authority are delivered in the county effectively.

## 2 Introduction to HCJB

### Brief history

In April 2003 the government formalised partnership working arrangements by setting up 42 Local Criminal justice Boards (LCJBs). The LCJBs cover the whole of England and Wales. LCJBs are not statutory bodies but are formed on a voluntary basis and have no legal status of their own. The LCJBs feed jointly into the National Criminal Justice Board (NCJB) which is made up of Ministers and the heads of the CJ agencies centrally at the executive level. This board oversees the national performance of the CJS through the Office for Criminal Justice Reform (OCJR)

### HCJB membership



### HCJB Role

The role of the Hertfordshire Criminal Justice Board is to bring together the chief officers of each of the CJ agencies in the county to collaboratively provide the best possible service to the public of Hertfordshire at delivering justice. The HCJB is tasked with the delivery of the Public Service Agreements (PSAs)<sup>1</sup> and working to deliver the 'Working Together to Cut Crime and Deliver Justice' strategic plan for 2008/11<sup>2</sup> and "Cutting Crime, A New Partnership 2008/11"<sup>3</sup> government strategies.

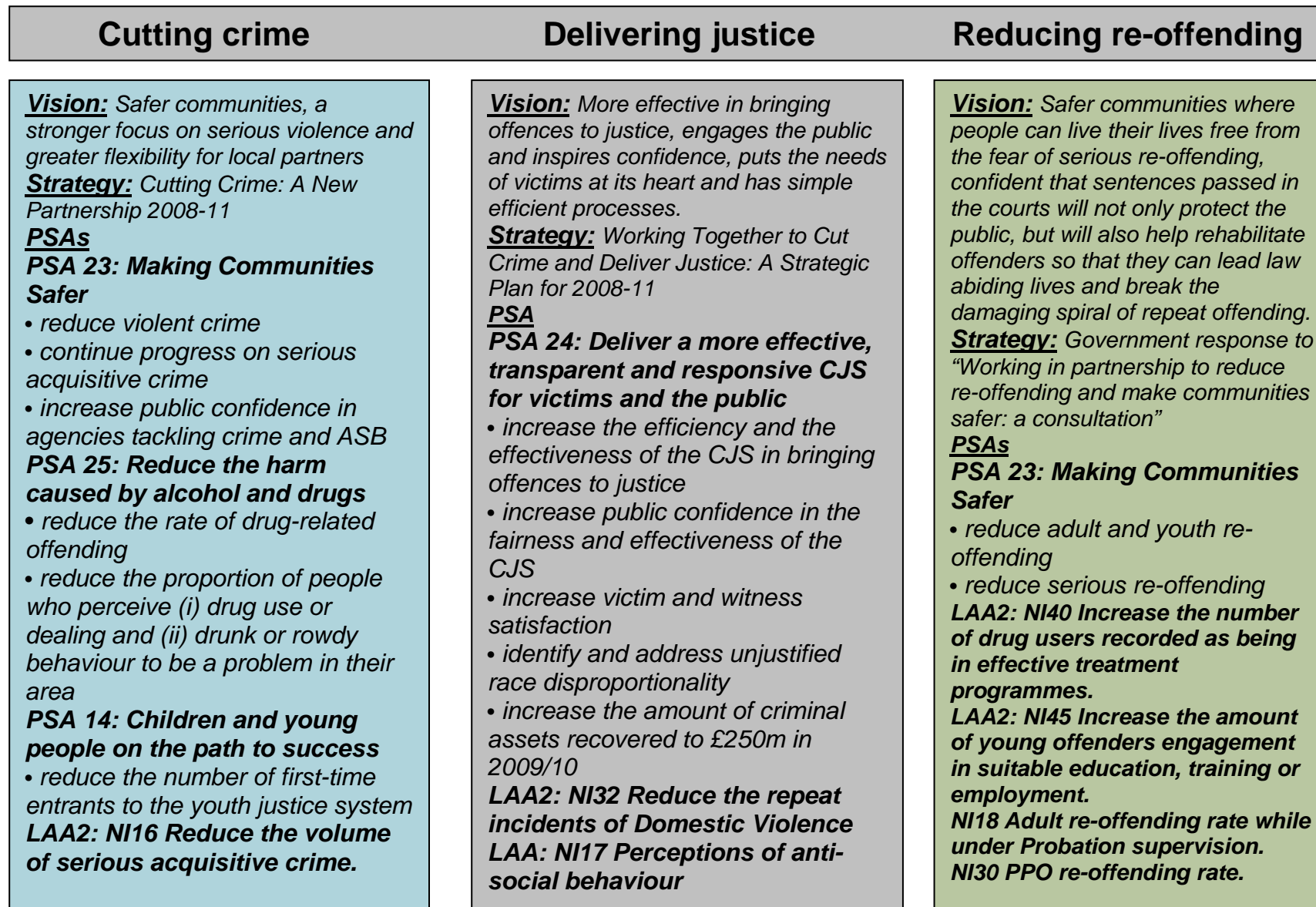
<sup>1</sup> HM Treasury, Spending Review 2008/2011, PSA 25, PSA 24, PSA 23 and PSA 14

<sup>2</sup> Ministry of Justice, Office for Criminal Justice Reform Business Plan 08/09

<sup>3</sup> Home Office, Home Secretary Strategic Policy 2008/2011

### 3 Public Service Agreements (PSAs)/ Local Area Agreements (LAA)

The diagram below demonstrates how each PSA and Hertfordshire's LAA objectives support achieving the overall improvement of the CJS in 2008/2011.



## 4 Local Performance to Date

The local annual targets which were consulted and agreed between the HCJB and the Office for Criminal Justice Reform (OCJR) for 2007/08, and the results achieved for those targets is as follows:

<b>Narrowing The Justice Gap</b>	Target	Performance
Offences Brought To Justice (OBTJ)	23,388	24,778
<b>Licence recall</b>		
Standard Cases (80% in 6 days)	80.0%	66.0%
High Risk Cases (75% in 3 days 2 hours)	75.0%	68.0%
<b>Asset Recovery</b>		
Confiscation Enforcement Collection (Kent)	£750,000	£1,014,254
Number of Confiscation Orders	66	55
Value of Confiscation Orders	£1.495,000	£2,766,972
Number of Restraint Orders	11	28
<b>Court Order Enforcement</b>		
Community Penalties	35 Days	49 Days
	50% in 25 Days	51%
Financial Payment Penalty Rate	85%	76%
Reduce O/S FTA Warrants by 7.5%	338	I thought we had achieved this target?? 343
Notification of Warrants	90% in 1 Day	90%
PPO Arrest to Sentence	60 Days	87
PYO Arrest to Sentence	71 Days	68
<b>Confidence / Satisfaction</b>		
<b>Increasing Public Confidence</b>		
Increase the proportion of people who are very or fairly confident that the CJB is effective at bringing people to justice.	48.0%	47.3%
<b>Victim and Witness Satisfaction</b>		
Improve Victim and Witness satisfaction by 6% against 2003/04 baseline of 64.3%	70.0%	72.1%

### Projects Implemented during 2007/08

**CJSSS Adult Courts:** Simple, Speedy and Summary Criminal Justice project to improve the efficiency and effectiveness of the Magistrates Courts. This has demonstrated the ability by the HCJB to implement a large scale multi agency project in the county through the HCJB governance structure.

**Intermediaries:** A group of Home Office accredited individuals, which have specialised skills to understand and gather accurate evidence from a variety of witnesses and victims suffering mental or physical impairments or from very young children. These are used at investigation and trial stage of the process.

**Conditional Cautions:** Reparative cautions requiring letters of apology and financial compensation to be given to victims upon an admission of guilt.

## 5 National Targets 2008/11

The targets which have been negotiated and agreed between the HCJB and the OCJR for 2008/09 are directly linked into the delivery of the 'PSA 24 – Improving the effectiveness and efficiency of the CJS in bringing offences to justice.

### **PSA 24 Indicator 1:- Effectiveness and efficiency of the CJS in bringing offences to justice**

The current Offences Brought to Justice (OBTJ) performance is broken down in all its contributing measures of pre-court disposals and those after conviction in court. This previously meant that OBTJ was measured in an actual number volume. The new PSA has shifted the importance now to having the offences broken down into 3 tiers of seriousness. Tier 1 being the most serious violent and sexual offences, with Tier 2 being the most serious acquisitive crimes such as burglary and theft, and Tier 3 the high volume least serious offences such as shop lifting. The measure will be as a proportion of the recorded crime, disaggregating the performance by offence types.

**The HCJB members will directly lead on this measure and deliver on this target.**

### **PSA 24 Indicator 2:- Public confidence in the fairness and effectiveness of the CJS**

This is a national target and is not devolved to LCJB's for 08/11, but the HCJB must contribute to the performance by working jointly to share key messages with all local media options and staff engagement. An important work strand for this subject is the joint collaboration of effort between the Crime and Disorder Reduction Partnerships (CDRPs, of which there are 10 in Hertfordshire). The MORI British Crime Survey will continue to be the national performance measure.

**The HCJB Confidence sub group will lead on the delivery of this objective.**

### **PSA 24 Indicator 3:- Improving victim satisfaction with the Police and victims and witness satisfaction with the CJS.**

The Police in Hertfordshire have undertaken victim satisfaction surveys directly for some years and have been successful at improving the satisfaction in the "whole experience" measure. They continue to work on the improvement of follow up information being given. The HCJB sub group review the results from the Witness and Victim Experience Survey (WAVES) from the OCJR to look to improve the other CJ agency service provided.

**The HCJB Victim and Witness sub group will lead on this objective.**

### **PSA 24 Indicator 4:- Understanding and addressing race disproportionality.**

By 2011 all LCJBs will have demonstrated the ability to create appropriate data sources of the decision making milestones through all the local CJS agencies, then have the data independently reviewed and gather any evidence of inappropriate disproportionality. The findings of which will then be action planned to address and prioritised.

**The HCJB Race Equality Group will lead on this objective.**

**PSA 24 Indicator 5:- Asset recovery, nationally recover £250 million in criminal assets by 2009/10**

Hertfordshire has local targets agreed with the OCJR to contribute proportionally to the national objective. Hertfordshire's target for 08/09 are as follows:-

• Value of confiscation orders	£1,958,000
• Volume of confiscation orders	81
• Volume of restraint orders	14
• Value of orders collected	£1,750,000

**The HCJB POCA sub group will lead on the delivery of this objective.**

**PSA 24 Indicator 6:- Compliance and enforcement measures**

A key focus continues to be enforcing the orders of the court to underpin the public confidence nationally in the effectiveness of the CJS as a whole. The Hertfordshire key measures of enforcement for 08/09 are as follows:-

- Years average of court fine collection rate – 85%
- Unexecuted Fail to Appear (FTA) Warrants – 338 (as at 31/3/08)
- Timeliness of FTA Warrant execution
  1. Category A = 70% in 14 days
  2. Category B = 70% in 21 days
  3. Category C = 60% in 28 days
- Prolific Offenders – classified as PPO or PYO to be processed as an average of 65 days from Arrest to Completion.
- Community penalty order breaches to resolve 60% of cases within 25 days
- Licence Recall, (a prisoner released into Probation Service care breaches a condition of their release and is recalled back to prison)
  1. Standard Recall
    - Probation complete request within 24hrs – 90%
    - Post release section issues notice to recall within 24 hrs – 90%
    - Police arrest offender within 96hrs – 80%
    - End to end target achieved in 144hrs – 80%
  2. Emergency Recall
    - Probation complete request within 24hrs – 90%
    - Post release section issues notice to recall within 2 hrs – 100%
    - Police arrest offender within 48hrs – 80%
    - End to end target achieved in 74hrs – 75%

**The HCJB Enforcement Group will lead on the delivery of these measures.**

## 6 HCJB Delivery Structure

### HCJB what we want to do

Hertfordshire Criminal Justice Board has evolved over its first 5 years, and is currently going through a review of its own structure and governance to ensure it is fit to deliver on all the key objectives mentioned. This review is called the 'Beacon' approach and is managed by the OCJR. This new way of working and aligning of processes should make the HCJB a robust mechanism to drive improvements and deliver new projects, and to modernise and make the local Criminal Justice system (CJS) as effective and efficient as possible.

HCJB is one of the key strategic groups within the county of Hertfordshire, and this plan demonstrates the good work which has been delivered to date. The HCJB wants to ensure it works closely with all stakeholders and partners in the delivery and planning of its resources.

The Hertfordshire demographics show that it is a diverse county of cultures, faiths, religions and races. The HCJB respects, recognises and values this diversity and will work to achieve a joined up CJS to all communities in Hertfordshire society. All the HCJB policies and procedures take this diversity into account and hold the CJ agencies to account for ensuring they are accommodating and acknowledging the diverse range of service users they interface with. The HCJB will work towards addressing and eliminating any unlawful disproportionality and promote good relations between all groups and communities regardless of their age, faith, gender, ethnicity, disability or sexual orientation.

A sample of some of the key work strands ongoing into 2009/10 are as follows to support the delivery of the PSA's and the LAA objectives:-

**Victims Code and Witness Charter** compliance reporting will be introduced to ensure the timeliness measure of keeping all parties informed, especially those classified as vulnerable or intimidated witnesses. This supports PSA 24 indicator 3.

**Specialised Domestic Violence Courts** have been established in the West of the county, supported by the Sunflower independent support group. The objective is to replicate this model in the Central and Eastern areas of the county. A multi agency group has been established to deliver this aim. This will assist to deliver on PSA 24 indicator 1 and 3 and LAA2 NI 32.

Joint agency **Offender Management Units** are being established countywide to focus on those offenders who are classified as "prolific" in their offending nature. This broad approach looks to disrupt, deter and convict active offenders, and support those holistically if they wish to rehabilitate from a life of crime. This supports PSA 24 indicators 1 and 2 and supports LAA2 NI 16, NI 17, NI 30, NI 40 and NI 45.

**Community Engagement** is now a focus for all CJ agencies and partners which allows the HCJB Confidence Group to enlarge its membership, and have the ability to join up the approach and messages to all the public of Hertfordshire.

**Additional Court rooms**, has been a priority for the HCJB from some time, and improvements in this area have been realised during 08/09. Future efforts to use the

Courts Service estate to the maximum to ensure all court requirements are met at the earliest opportunity.

The **C2 Programme (Choices and Consequences Programme)** is an on-going joint agency programme to aim to address re-offending by the adult prolific offender community of Hertfordshire. The future of this programme is to evaluate the outcomes of those offenders who have benefited from its support and maintain the programme on-going to support the reduction of re-offending.

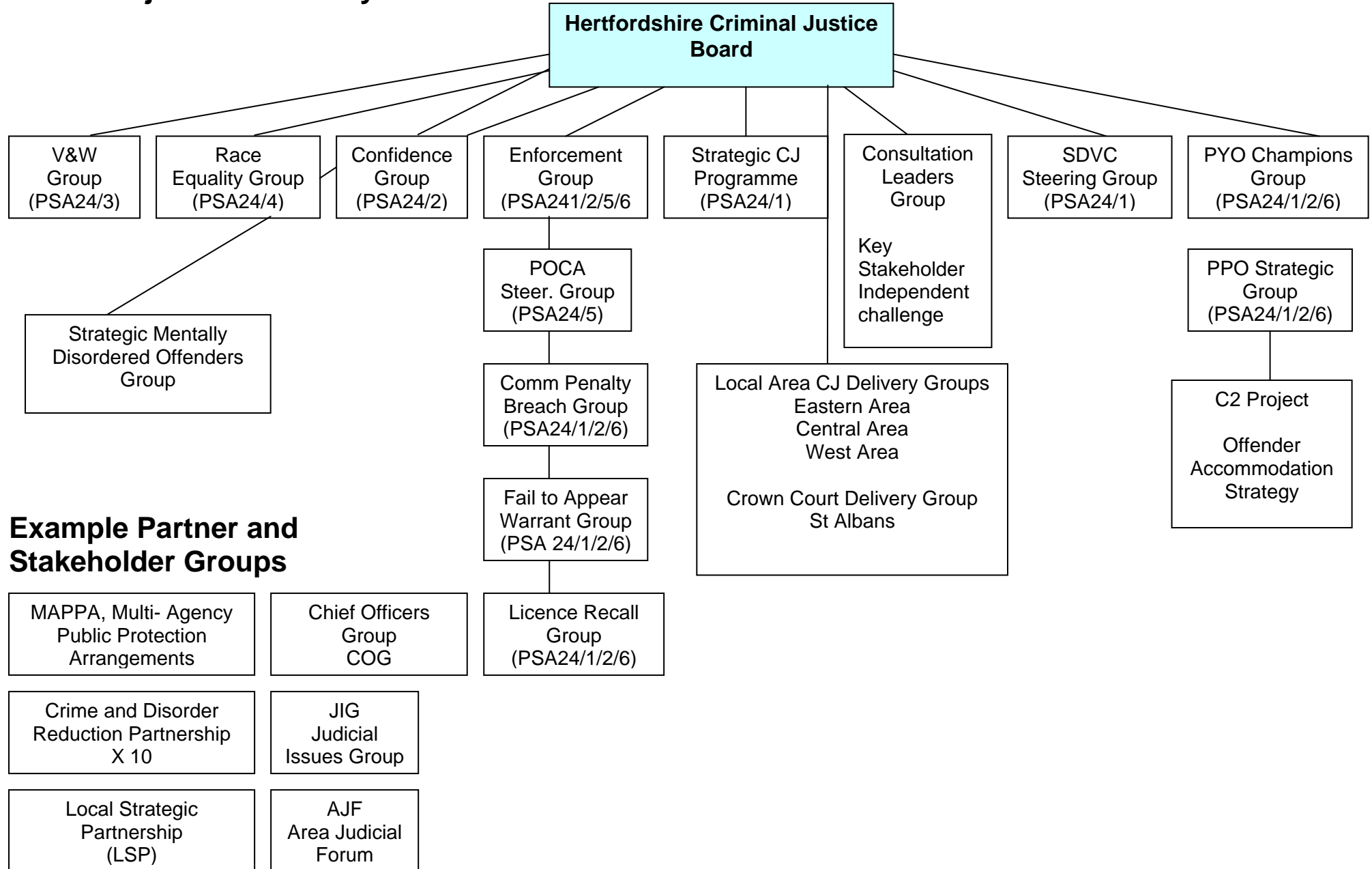
The new **Hatfield Remand Court** is a joint Police, CPS, Probation, YoTs, and Courts Service planned and built venue specifically to deal effectively and efficiently with all cases which require the offender to be remanded into custody. This is a key new process to deal with the most serious offenders. The HCJB will work to ensure the joint agency support of the workload through this specialised court.

**CJSSS Youth Courts and CJSSS Crown Court** are forthcoming projects to embed efficient and effective use of the court room resource, avoiding adjournments and completing cases in the most expeditious way possible. These projects coupled with the new layout of streamlined file preparation by the Police, will ensure all resources committed by the CJ agencies are used to the maximum effect in support of the timeliness of justice in the county.

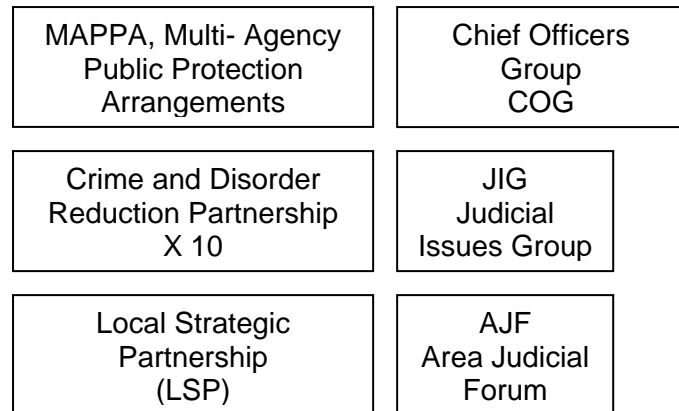
**Reducing the rate of re-offending** within Hertfordshire is a key aim of all the CJ agencies going forward, with core activities for the Probation Service and the Youth offending Teams. There are current initiatives which have demonstrated significant success, for example during 2007/08 over 200 unemployed offenders were found sustainable employment which promotes stable living and reduces the risk of re-offending. Positive programmes of treatment for drug and alcohol misuse have supported offenders changing behaviours which would lead to re-offending in the county. The Probation Service run specialised courses to reduce the risk of a perpetrator of Domestic Violence re-offending by working closely with the offender to change behaviour patterns.

The Youth Offending Team are extending the local partnership work of engaging the victims of crime with a youth offender into restorative initiatives. This method of demonstrating the impact the offence has had on the victim to the offender can reduce the risk of re-offending in the early stages.

# HCJB Project and Delivery Structure



## Example Partner and Stakeholder Groups



## **Governance**

Hertfordshire Criminal Justice Board is determined to implement the six core principles of good governance structures, these being:-

1. Developing the capacity and capability of the Board to be effective.
2. Engaging with stakeholders and making accountability real.
3. Performing effectively in clearly defined functions and roles.
4. Taking informed, transparent decisions and managing risk.
5. Focusing on the Boards purpose and on outcomes for the public and service users.
6. Promoting values for the whole CJS and demonstrating good governance by behaviour.

The governance structure of each HCJB sub group having a chief officer leading, ensures full accountability for delivery and robust management. The multi agency groups work on the action plans they have developed to achieve the objective for their subject. The group then reports via the chief officer to the main HCJB for escalation of issues or expenditure requests to support delivery. (See page 11 for sub group structure).

## **Communications and Community Engagement**

### **Staff Engagement**

During 07/08 the OCJR had undertaken a significant research programme which identified factors that influence how the public perception of the local and national CJS is formed. The greatest impact is had by verbal communication from direct contact with CJS staff, whether that be personal experience of the service or by communication of that experience from friends and family members. Hertfordshire has thousands of CJ agency employees which are best placed to share their knowledge and feelings about the local CJS. Therefore the HCJB will continue through 08/11 to create and share key updates and information about the progress being made and performance with all the employees of each CJ agency, predominantly through the 'Justice' newsletter and staff events such as the Local Justice Awards.

### **Community Engagement**

The HCJB is committed to reaching the local communities of Hertfordshire. The aim is to raise awareness of the joint working and joined up CJS being developed to service the needs of the county, also to report the performance being reached against the given targets. The HCJB would like to encourage and inform the local public how to become involved and play a role in delivering the justice locally, by becoming a Magistrate or volunteering in the 'Appropriate Adult' youth scheme, becoming a special constable or supporting the local victim support or witness services.

As part of this public and community engagement programme, the HCJB support team and volunteers from the agencies will attend local festivals to engage directly with the public and demonstrate the accessibility to the HCJB. Some examples of the type of events being attended are the Hertfordshire County Show, Kaleidoscope Festival, Hatfield House Show and Stevenage Day.

## Publicity

The HCJB has previously been experimental in its approach to getting publicity in the media. Different approaches have been used from a 12 month radio campaign of key messages, to email and local newspaper coverage. The local structure of 'Hertswatch' (the neighbourhood watch scheme) and existing structure of volunteers and public members has been engaged with to directly reach the different localised communities within Hertfordshire, as this group consists of all ages, races, cultures and faiths brought together with the sole interest of keeping their street safe and crime free.

## Budget

Each year the Hertfordshire Criminal Justice Board receives a grant from the Ministry of Justice, via the Office for Criminal Justice Reform. This grant is independent to the core funding which each Criminal Justice public sector agency receives via the County Council or Treasury streams. This independence allows the funding to be spent by joint agency committee agreement to the projects or actions which will improve the effectiveness and efficiency of the local Criminal Justice system as a whole.

The majority of the funding is used to employ the Board support team, which consist of an administrator, analyst, communications assistant and development manager. These roles have been evaluated and are assessed as being fundamental to the delivery of the LCJB's business.

The remainder of the funding is then bid for by business case to the full HCJB members, to be spent on worthy projects and initiatives which support all of the CJ agencies.

### 07/08

Grant Value	£158,289
06/07 Local funding carry over	£29,103
<b>Total</b>	<b>£187,392</b>

### 08/09

Grant Value	£158,289
07/08 Local funding carry over	£35,374
Beacon funding	£60,000
<b>Total</b>	<b>£253,663</b>

## Contact – <http://lcjb.cjsonline.gov.uk/Hertfordshire/home.html>

To contact the HCJB please write to us at the address below, email on the following address or telephone us on the following number:-

Hertfordshire Criminal Justice Board  
Police Headquarters  
Stanborough Road  
Welwyn Garden City  
Hertfordshire  
AL8 6XF  
T: 01707 354758

E: [hcjb@herts.pnn.police.uk](mailto:hcjb@herts.pnn.police.uk)

## 7 Glossary & Reference

<b>HCJB</b>	Hertfordshire Criminal Justice Board
<b>LCJB</b>	Local Criminal Justice Board
<b>CJS</b>	Criminal Justice System
<b>MOJ</b>	Ministry of Justice
<b>OCJR</b>	Office of Criminal Justice Reform
<b>PSA</b>	Public Service Agreements
<b>LAA</b>	Local Area Agreements
<b>PPO</b>	Priority and Prolific Offender (Adult)
<b>PYO</b>	Prolific Youth Offender (Youth)
<b>FTA</b>	Failure to Appear at court
<b>OBTJ</b>	Offences Brought to Justice

### Sample of documents drawn on to create this plan:-

- HM Government, 'Working Together to Cut Crime and Deliver Justice, A Strategic Plan 2008/2011' – November 2007.
- HM Government, 'Working Together to Cut Crime and Deliver Justice, The Criminal Justice System Business Plan 2008/2009' – February 2008.
- Home Office, 'Cutting Crime, A New Partnership 2008/2011' – July 2007
- HM Government, 'National Community Safety Plan 2008/2011 – December 2007
- HM Treasury, 'Public Service Agreement 24, Deliver a more effective, transparent and responsive Criminal Justice System for Victims and the Public' – October 2007
- HM Treasury, 'Public Service Agreement 23, Make Communities Safer' – October 2007
- HM Treasury, 'Public Service Agreement 25, Reduce the harm caused by alcohol and drugs' – October 2007
- HM Treasury, 'Public Service Agreement 14, Increase the number of children and young people on the pathway to success' – October 2007
- Hertfordshire Police Authority, Hertfordshire Policing Plan 2008-2011 – April 2008
- Her Majesty's Court Service, 'Bedfordshire, Essex and Hertfordshire Business Plan 2007- 2010' – April 2007
- Her Majesty's Court Service, 'HMCS Criminal Compliance and enforcement Services, A Blueprint for 2008 to 2012' – July 2008
- National Offender Management Services, 'Regional Commissioning Plan East of England 08/09' – November 2007
- Hertfordshire Probation Service, 'Summary Business Plan 08/09' – March 2008
- Crown Prosecution Service, 'Hertfordshire Area Business Plan 2008/09' – April 2008
- Hertfordshire Youth Justice Service, 'Youth Justice Plan 08/09' – April 2008
- Hertfordshire Forward, 'Hertfordshire 2021, A Brighter Future' – April 2008
- Hertfordshire County Council, 'Hertfordshire LAA 2008/2011 Priorities' – August 2008
- Hertfordshire Criminal Justice Board, HCJB Delivery Plan 2007/08 – April 2007

HERTFORDSHIRE  
CRIMINAL JUSTICE BOARD

