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NORTH WALES  
CRIMINAL JUSTICE BOARD

Criminal Justice System: working together for the public



# *North Wales Criminal Justice Board* *Three Year* **Strategic Plan**



# 2008 - 11

*Working together to continue to make North Wales the safest place to live,  
work and visit*

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# Forward

By Ed Belltrami Chief Prosecutor North  
Wales CPS and North Wales CJB Chair

I am delighted to take over the Chair of the LCJB from Claire Pillman at the end of a very successful year for the Board in 2007-2008. We have achieved great success as a Criminal Justice Board in North Wales against our targets perhaps most notably by exceeding our target for bringing offenders to justice and by increasing the number of confiscation orders from convicted defendants from 16 -51 and thereby delivering on our pledge to ensure that crime does not pay in North Wales.

We will build on that success during the next three years. We will ensure that all CJS agencies work together to realise the benefits of the SSSJ project which rolled out recently to improve efficiency in the Magistrates Court by reducing adjournments and ensuring that trials are heard within as short a time as possible. We will also work hard to improve the service we offer to victims and witnesses through our joint police and CPS witness care teams and by offering better care when victims and witnesses get to court. We are very confident that these measures will improve public confidence in the Criminal Justice Service in North Wales.

We have some difficult challenges ahead but all of the agencies will work together to achieve the very highest standards of criminal justice which the people of North Wales have every right to expect.

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# Summary

The North Wales Criminal Justice Three Year Strategy for 2008 – 2011, sets how the Criminal Justice Agencies of North Wales will continue to work together to build on the successful delivery of the Business Plans for the last five years. This is the first time the Board has presented a three year strategy, which is possible due to the securing of Board funding from OCJR for the next three years, instead of the annual funding of the past.

PSA 24 commits the criminal justice system (CJS) to delivering on a five challenging indicators over the next three years. These indicators are:

1. Improving the efficiency and effectiveness of the CJS in bring offences to justice
2. Improve public confidence in the effectiveness of the CJS
3. Improve victim and witness satisfaction with CJS
4. Understand and address race disproportionality at key stages in the CJS; and
5. Recover £250 million (Nationally) of criminal assets by 2009/10

As stated in our Business Plan for 2008-9, the Board will concentrate on their own local priority area through the below three commitments, which will allow the Board to deal with their local priorities, but feed into the national indicators:

- ◇ Improving the services for victims and witnesses
- ◇ Reducing Reoffending
- ◇ Further development of the Welsh Language throughout the North Wales Criminal Justice process.

To see further improvements on a very successful achievements to date, the criminal justice services – police, prosecution, courts, probation, prison, youth offending services and defence community – will need to work even closer than presently through the North Wales Criminal justice Board, and with other agencies such as Victim Support, Community Safety partnerships to ensure we can develop further the safe community environment for those who live, work and visit North Wales.

During the coming three years, the Board will be undertaking four wider agenda topics:

- ◇ Realising the Potential of CJB
- ◇ Minimum Data Set project
- ◇ Improved links with the CSPs across North Wales
- ◇ Developing improved community engagement

By tackling the realising the Potential of CJB, the Board intends to identify more effective and efficient methods of operation, both in individual agencies and across the agencies. Initially the Board will be focussing on the period between arrests to conviction, but in the future the Board will look at the post conviction work. This work will ensure that agencies

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are able to better utilise their limited resources in the most effective and efficient manner, to ensure ***improved service for victims and witnesses***. This will also help us achieve the national indicator **1, 3**, and also help to contribute to indicator **2**.

This will enable the agencies to be even more effective in processing cases, particularly the more serious cases, by freeing up resources to give these serious offences the time they need. By focusing on the both the offender and the offence, such as Domestic Violence, the Criminal Justice System contributes to the Board's commitment to ***Reducing Reoffending***.

The Criminal Justice Agencies cannot tackle Reducing Reoffending in isolation, and it is therefore essential to develop the links with the six Community Safety Partnerships across North Wales, so that working together we can all achieve the Governments targets as laid out in PSA 24 and 25.

By reducing reoffending, we reduce offenders' likelihood of reoffending, which will reduce the pressures on not just the criminal justice agencies, but also local authorities and other public sector groups like Health services, and voluntary sector. This work will be made even stronger if we are able to ***improve the service to victims and witnesses*** so they feel more confident to step forward to give evidence to help convict offenders, therefore deterring them from further offences.

Running through all the work the Board and agencies carry out, runs the golden thread of the Welsh language. It is essential, that here in North Wales we develop the action plan that came out of the Welsh language Audit of availability within the Criminal Justice processes. This will ensure Welsh speakers feel confident they will be dealt with in their first language (*National Indicator 2*).

The Board is looking to develop the Community Engagement over the next three years, in order to communicate directly, to inform, consult and involve local communities, account to them on performance and how the Criminal Justice System is responding to local concerns. By taking all the above actions over the next three years, we will be able to build ***public confidence*** in the North Wales Criminal Justice system and associated organisations.

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## Chapter 1: Improving the services for victims and witnesses

1. The Board recognises the importance of ensuring that victims and witnesses receive the best support and delivery that we can provide in North Wales, as they are the people who suffer most as a result of crime. To that end they will be a common theme throughout all the work that the CJS agencies are responsible for, and we are looking to invest more resources and commitment to this group. To this end, the Victim and Witness Sub group is now being moved to a position that it will be chaired by a member of the Police ACPO team, and will report direct to the Criminal Justice Board, rather than another sub group. We will also be developing the Witness Charter during 2008/9 and then ensuring that it becomes enshrined in the core business of all the CJS agencies in North Wales, to make it clear to all witnesses what the minimum standard of service they can expect, as we have done with the Victim Charter previously.

This priority will be broken down into a number of sub categories, which will all lead to the Board achieving its first priority as follows:

### 1.1 *Improving the services for victims and witnesses.*

Through the **Victim and Witness Sub Group**, the Board will ensure that issues around victims and witnesses are reviewed by a group of CJS members who are able to ensure that the needs of victims and witnesses are kept to the for front of all the North Wales CJs agencies do. This group will meet at least four times a year, and review performance around this piece of work to identify issues and to also put forward solutions should they notice any issues. Part of the function of this group will be to ensure that all staff receive the training that they require in this area, and to ensure the supporting paper work, such as statement forms meets the needs of the two codes in this area of work.

This group will also review the Witness Care Unit to ensure the unit has the required resources to carry out its function and to ensure victims and witnesses receive the help they expect. This will be monitored through regular reports from the WCU, as well as regular reviews of the North Wales compliance with both the Victim and later the Witness Codes of practice.

During 2008/9 the Board will be setting up an exit poll for victims and witnesses who have been involved in court cases to gain instant feed back on their experiences. This will be used initially to set up a base line, in order to measure improvements over the subsequent two years, and will compliment the information we receive via the WAVES survey run nationally.

This work links directly into OCJR's PSA 24 – *improve victim and witness satisfaction* as well as a second indicator *Improve public confidence in the effectiveness of the*

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**CJS** as victims and witnesses are firstly members of the public, and if we treat them well, their confidence will improve, and this will be passed onto their friends and colleagues.

## 1.2 ***Improving the effectiveness and efficiency of the North Wales Criminal justice System in bringing more offences to justice***

The fundamental test of any justice system is its effectiveness in bringing offences to justice. This means that the prosecution process is well managed, the guilty convicted and the innocent acquitted in a way that meets the needs of *victims and witnesses* and treats all sections of the community fairly.

This is an essential area of work over the forthcoming three years, as the more offences we bring to justice the more confidence people will have in the North Wales Criminal Justice process, and this will also act as a deterrent to offenders, when they see the chances of a conviction increased. An offence is said to have been brought to justice when a recorded crime results in an offender being convicted, cautioned, issued with a penalty notice for disorder or a cannabis warning, or having an offence taken into consideration.

At the end of the 2007/8 year, we saw the number of OBTJ rise by 7.4%, which means that of the recorded crime for the year we brought 39.6% of offences to justice; making the area one of the safest places to live, work and visit, but also a high risk area to commit crime.

This success will make it more challenging for the North Wales CJS agencies to become more effective. The Board intends to work harder at preventing more crimes being committed, and over the coming years we will be focusing more on serious Violent Crimes, Acquisitive Crime and Sexual Offences, whilst still ensuring other crimes are reduced.

To achieve these challenges, the Board will be looking to develop closer links with the local Community Safety Partnerships across North Wales, to ensure that we work together to achieve our cross agency target areas, and to see a reduction in crime in all local authority areas. By working together, we will be able to support each others' strategic plans, to ensure maximum use of all our restricted resources, to the benefit of the communities we serve and support.

Along side this effectiveness work, we will also need to be more efficient in our processes, to ensure we are making the best use of the resources available to the agencies, whilst at the same time providing a service that the people of North Wales have confidence in to ensure they will remain safe.

This year has seen the implementation of SSSJ (Simple, Speedy, Summary Justice) project, which is aimed at reducing the time taken from charge to completion, and to reduce adjournments. This has shown how we can be even more efficient in our processes, with an increase in first time guilty pleas, and over 80% of not guilty cases were heard within 8 weeks of charge.

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To build on this we will develop the same process into Youth Courts and look at ensuring that the SSSJ process becomes core practice throughout the North Wales Criminal Justice system.

In support of this work, we will commencing the *Realising the Potential of LCJBs* project, which reviews the way the agencies work together, initially from arrest to conviction, but later at post conviction. This will help us look at our processes as a whole in order to plan improvements. To achieve this we will using an analytical tool, known as the Waterfall, which provides a map of the Standard Criminal Justice System process, and identifies areas of potential inefficiency. The process map can be used to overlay changes in the business processes, providing a forecast of the value of the whole system benefits anticipated from the criminal Justice System locally. This will result in a lowering of unit costs, and allowing staff time to get on with other areas of work.

We will also be reviewing the recommendations of the Sir Ronnie Flanagan's interim report on his review of policing for a target to reduce bureaucracy. We will be reviewing his recommendations in the light of our experiences with other projects such as SSSJ and Realising the Potential of LCJBs, and identifying if appropriate any parts where it is considered there is too much bureaucracy, and if appropriate taking action to reduce the work load on Police and other agencies.

During the coming three years, we will also work closely with the legal Services Commission and the defence Solicitors, to ensure that we can work closer together in order to speed up the criminal processes, but ensuring the Defence community is still able to offer well founded advice, built on good evidence. We will continue to run our regular defence solicitors seminars, in order to liaise with them, bring them up to date with changes, and to listen to their issues.

As an area we will continue to make maximum use of IT solutions to improve the effectiveness of our processes, and transfer of single files throughout the CJS process. This will be complimented by the implementation of Libra, and we will be striving to ensure that this is a bilingual system in 2009.

As well as these major programmes of work during the next three years, the Board will continue to aim to reduce ineffective trials in the Magistrates and Crown Court, whilst increasing the number of effective trials. We will be looking to reduce the number of bail backs required to bring a case from arrest to charge, and improve the turnaround time for reports at various stages of the CJS process.

This work links directly into OCJR's PSA 24 – ***Improving the efficiency and effectiveness of the CJS in bringing offences to justice, improve victim and witness satisfaction*** as well as ***Improve public confidence in the effectiveness of the CJS*** as improving our effectiveness and efficiency will hit all these areas.

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### 1.3 ***Improve public confidence in the fairness and effectiveness of the North Wales Criminal Justice System:***

Currently the BCS survey results of the public confidence in the North Wales Criminal Justice shows a low confidence level, which does not match the high detection and low crime rate in North Wales. During the next three years the Board will work with the six CSPs to develop our Community Engagement strategy to deliver the success story to public of North Wales, whilst at the same time listening to their views.

In order to improve public confidence the Board has developed an exit survey for victims and witnesses, to gain their feelings on how they have been treated by the criminal Justice process in North Wales, in order that we can identify issues quickly, and take remedial action if appropriate. This will not only improve the experiences of those who become involved in the process, but also help to improve the confidence of the public, as a result of positive stories from victims and witnesses.

We will utilise WAVES survey results, to identify trends that we may not be able to identify with smaller local surveys, as we have done with the first WAVES report.

As well as identifying issues with the public, and users of the CJS process, the Board recognises the importance of the CJS staff having confidence in the North Wales Criminal Justice system. To this end, the Board will develop a staff survey in year one, and use the results to set a baseline, and identify areas we will need to work on. We will then carry out an annual survey for the following two years. This will be run independently of the board, by an outside supplier, to ensure the staff feel they can participate, and submit comments to the open questions we will ask.

We are currently one of the pilot sites for the *Minimum Data Set project* and will use the results from this work to identify any disparity within the North Wales CJS processes, dependent on ethnicity. These findings will be fed back to the Board and other CJS organisations, and also to the different ethnic groups across North Wales, as well as the North Wales CJB Diversity Group for their comments.

The Board is now relaunching the Local Crime Community Sentence scheme, where by a probation worker and a magistrate visit local groups to tell them about their roles, and to engage with these groups. This has proved a useful community engagement tool in the past, and has proved successful in engaging with a variety of communities.

The Board has stepped up its drive towards community engagement, and has employed a .5 support staff member to concentrate on this area of work, through funding support from HMCS. This person is currently mapping out how the agencies carry out their community engagement, in order that during the next three years, the agencies can work closer together to get our message over in one hit rather than a number of smaller hits. We will also be looking to link up with the Community Safety Partnerships in this area, to ensure we are both putting out the same message, but in ways suitable to our organisations.

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The Board will also be targeting different audiences in order for us to deliver our messages to them, but to offer them the opportunity to speak with us, and to deliver their concerns, so as to help us to shape local policies that meet the needs of our diverse communities.

*This area of the strategy will link into the national indicator - **improve public confidence in the fairness and effectiveness of the CJS** and also **understand and address race disproportionality at key stages in the CJS.***

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## Chapter 2: Reducing reoffending

The Board acknowledges that in order to build on the good work of the North Wales Criminal Justice agencies in the past years; to continue to make North Wales one of the safest places to live, work and visit; we need to develop more joined up work around the reducing reoffending strategy. This will involve not just better working relationships between the Criminal Justice Agencies, but closer ties with our six Community Safety Partnerships, and voluntary agencies, to ensure we can offer the best rehabilitation and prevention support to those involved in crime, as well as those who may become involved in crime if not deterred early on. The Board also believes it important to develop pre court disposals that are creditable but effective, to ensure offenders pay for their crime through schemes such as Conditional Caution and Restorative Justice. Long term the Board will be looking to develop Community Justice Centres.

### 2.1 *Reduce reoffending:*

To achieve a reduction in re-offending, the board accept that it will be essential to ensure that we have an effective and efficient pre sentence process, so that people who consider committing crime will be deterred by the odds of being convicted. Once convicted, we need to ensure that the agencies that rehabilitate offenders are effective in their processes.

In order to monitor this, the board will establish a base line this year of a number of measurements, and will aim to set a target to show a reduction for each baseline figure, through the work of the newly established Reducing Reoffending Sub Group. This group will be targeting PPOs, PYOs, DIP, RJ and youth work. The sub group consists of reps from appropriate agencies, along with colleagues from the six local CSPs, as both the Board and CSPs overlap in this area of work.

The aim of this group will be to work on a North Wales Strategy for reducing reoffending, and to have a North Wales Strategic view of this topic, whilst the CSPs will have a more local view of the issues.

During the current three year period, the Board will be striving to ensure that J Track becomes the standard performance measuring tool across North Wales. This will be supported by the development of a PPO co-ordinator, who will ensure that the three PPO schemes operate with the best tools and practices available to them, with out interfering with their local connections.

The Co-ordinator will also be working closely with the DIP team, to ensure that there is closer working between the PPO Schemes and the DIP project as it is essential that these two schemes become more integrated, as both schemes have the same client base as their core clients. The Board strongly supports both schemes, and sees the schemes as

key to reducing reoffending, by offering these offenders as much support as possible to help them to break the chain of crime.

The Board will also instigate a Public Protection Sub Group, to deal with MAPPA and Domestic Abuse issues at a pan North Wales Strategic level. Once again, the aim of this group is not to interfere with the local groups, but to offer the opportunity of solving issues at a strategic North Wales level, which is currently missing.

We believe that the Public Protection Sub Group will allow the Board to focus on these specialist areas, and to help ensure that we can, in conjunction with our other partners make a positive impact on Serious Violent Crimes and Serious Sexual Offences, as well as improving the work done across all the agencies to reduce Domestic Abuse.

This group will be able to work with all the CJS Agencies, to ensure that these offences are given high profile within all the agency processes, to ensure that the cases are dealt with effectively and efficiently. This group will also be able to work with the North Wales Domestic Abuse Forum, to help develop Domestic Violence Specialist Courts, as well as helping to widening the current IDVA scheme across North Wales. We will be setting some base line figures this year for the conviction rates and detection rates for Domestic Abuse, with an aim during the following two years to set targets that show increases in both areas.

Ultimately, by reducing offending, we will have a positive effect on victims and witnesses, as they will see that although they have been a victim, due to work with the offender, others will not suffer the same consequences. It will be important that we look to communicate this message through our community engagement strategy.

*This area of the strategy will link into the national indicator - **improve public confidence in the fairness and effectiveness of the CJS** and also **improve victim and witness satisfaction with the CJS** and also link to **PSA 23 which provides CSP national indicators, and will help develop links with local CSPs.***

## **2.2 Improving our effectiveness in deterring young people becoming involved in crime, and dealing with those young people involved in crime**

The Board is well aware that most young offenders become victims of crime before they become offenders. It is important that we therefore work with the agencies, and particularly the four Youth Offending Services across North Wales. Firstly to help them develop robust prevention programmes, fully supported through the CJS agencies, as well as the six Community Safety Partnerships. Then their rehabilitation programmes to help reduce offending. This will be done through the Board, but also through the redevelopment of the North Wales Youth Forum, to allow discussion of youth matters at a pan North Wales level.

To ensure an effective Youth Offending Service delivery, we must make effective use of technology, to ensure that information is delivered to YOS teams quickly, to enable them to become involved at the earliest opportunity. During the coming months and years, we

will ensure that electronic systems are used by all staff as common practice, to help speed the passage of information. We will work with the YJB to ensure that the appropriate wiring processes are in place to the main courts, to allow access to YOS computer systems, within Court buildings.

During 2008/9 North Wales will adopt the SSSJ (Youth) project, to ensure that young people are brought to court quickly, with minimal delays to the process. Once this has been adopted across North Wales, the Board will ensure that the processes become core business for all the agencies.

The Board will continue to ensure that PYO cases are prioritised, to ensure that these offenders are dealt with swiftly, and currently we are looking to ensure that we are always below the stretched target of 65 days from arrest to charge. We will challenge agencies, when a case slips beyond that target, and take steps to ensure that blockages are not repeated.

As well as this, the Board has set a target this year for reducing the number of first time entrants into the criminal justice system, by 5% against the 2005/6 baseline. This is a challenging target, due to different agencies having conflicting targets, but the Board is determined to ensure this target is reached.

The Board will also help the YOS teams to identify alternatives to the Criminal Justice route, to include restorative justice and preventative work. North Wales has adopted the Youth Restorative Disposal project in 2008, and will look to establish some base line figures during 2008/9, in order that we can set performance targets for the remaining two years. By doing this, we will ensure that we are able to show the Board is reducing the number of young offenders entering the Criminal Justice process, and that the prevention schemes are effective.

*This area of the strategy will link into National indicators through **improving public confidence in the fairness and effectiveness of the CJS**, as well as **improving victim and witness satisfaction with the CJS** and also link to **PSA 25 which provides CSP national indicators, and will help develop links with local CSPs.***

### **2.3 Effective enforcement of community penalties and court orders**

In order to be effective in reducing reoffending, the Board acknowledge the importance of ensuring that the orders of the court are enforced, to ensure that offenders understand there are consequences to their actions, and that the punishment delivered by the court plays an important part in deterring offenders committing further crimes.

With this in mind, the Board is aiming to ensure that we have a successful enforcement policy in place, and one that can be monitored effectively to ensure that we can react swiftly to any issues identified to ensure that all offenders realise that they will pay the consequences of their crimes.

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In order to deliver on this, the Board is currently rewriting the policy document on Community Penalty Breach Warrants, as a result of the Board deciding in 2008/9 year, that the Police will take over the enforcement of these warrants when issued with no bail. The Board consider this in important step, to ensure the speedy termination of these warrants, after the work done by the Courts and Probation to ensure the process of applying for such warrants is as quick as possible. It is intended that by the end of 2008/9 the Board will be achieving the targets set for the enforcement of these orders.

In support of this work, the Board is reviewing the Licence Recall procedures, to ensure that offenders that Probation have identified as in breach of their licence, granted on release from custody, are returned to custody swiftly, and within the guidelines set out.

The Board also acknowledges the importance of criminals not being able to serve a sentence but come out to live on the proceeds of their crimes. The Board has a strong focus on the recovery of assets from crime that Criminals put aside. In 2007/8 we retrieved over £1,000,000 from criminals and will strive to exceed that target each year. At the same time the board realises that not all criminals make large sums from crime, but this will not deter us from seizing any assets or cash held by criminals and ensuring through the use of legislation that money is not returned to them. In 2007/8 we seized the assets of crime from 57 criminals from all levels of crime. We believe that this puts out a strong message that no one will profit from crime. The Board will over the coming years invest more resources into the recovery of assets from criminals, as the more resources means more criminals will be affected by this strategy.

During the coming three years, the Board will also look to develop better links with the Local Authority Trading Standards teams, who also ensure that offenders do not benefit from crime, so that we can direct all our resources at this group of people who believe in living from the proceeds of their criminal activities. This concerted effort will result in a reduction in reoffending and also in the reduction of crime, which will continue the drive to make North Wales a safer place to live, visit and work.

The Board will continue to monitor the collection of all fines, to ensure that when the court gives a fine as part of their sentence this is paid by the offender. By working with colleagues from HMCS Enforcement, we will ensure that there is an appropriate information flow, to ensure that the enforcement staff have the latest information on the whereabouts of offenders, so that they can collect the fines, if a person fails to pay.

This work links directly into OCJR's PSA 24 – ***improve victim and witness satisfaction, Improve public confidence in the effectiveness of the CJS*** by these groups seeing offenders are punished for their offence. This section will ***Improve the efficiency and effectiveness of the CJS in bring offences to justice*** by reducing offences coming to court as offenders will see they will pay the price. Finally this section will also help to ***recover £250 million (Nationally) of criminal assets by 2009/10***

### **Priority 3: *Further development of the Welsh Language throughout the North Wales Criminal Justice process.***

The Board recognises the obligations placed on the justice system by the Welsh Language Act 1993, and continually strives to facilitate access to justice by ensuring that those who have occasion to use the system can do so by using their language of choice. During 2007/08 the Board commissioned an audit report by language consultants on how language choice is currently offered within the system and also to highlight agencies capacity to provide a bilingual service.

The report concluded that the “provision of a choice of services in Welsh or English by agencies across the North Wales Criminal Justice sector is varied and inconsistent.” Furthermore when language choice was offered “Welsh speakers found being able to deal with the criminal justice system in Welsh a far better experience, adding significantly to the quality of service received”.

The Board’s main strategic aim during the next three years will be to strive to make the provision of genuine language choice the norm rather than the exception in people’s dealings with the justice system. It will do this by focussing on the following:-

- Implementing the action plan drawn in order to address the recommendations contained in the audit report, giving particular attention to ensuring language choices are recorded at the earliest opportunity and transferred accordingly from agency to agency.
- Working to ensure that the new Welsh language network for the justice sector in Wales succeeds – this will involve identifying areas that agencies can work together e.g. Welsh language training, the dissemination of good practice in relation to the language, and promoting bilingualism within the sector.
- Working to ensure the successful implementation of a bilingual Libra system in N Wales (the computer system used by magistrates courts to issue summonses, record and result cases)

This work links directly into OCJR’s PSA 24 – ***improve victim and witness satisfaction, Improve public confidence in the effectiveness of the CJS*** by these groups being dealt with in the language of their birth or choice. This section will ***Improve the efficiency and effectiveness of the CJS in bring offences to justice*** by allowing people to give evidence at the first opportunity in their first language of choice.

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## Resources and support

The Board receives funding to allow a support team to work alongside the Board members. At the start of the 2008/9 financial year the support team was re shaped to meet the perceived needs of the Board.

Their role is to monitor performance, identify issues, and to take steps to solve problems. This year will see the support team evolve further with a full time Performance Officer, and a Support/Community Engagement Officer, as well as the Business Manager and Communications Officer. In support of these and to support the programmes and projects the Board will be working on, the team will be complimented by a project manager to under take the various projects developed through the board to meet local needs, as well as national ones.

The Board members are also looking at utilising their own funding to help numerous multi agency projects, aimed at developing services even further than previously. An example of this is that both CPS and the Police are investing more funds into the Witness Care Unit, to improve the service given to witnesses of crime. The OCJR is investing money into Victim Support, to allow it offer a more bespoke service to Victims of Crime at the Point of Crime, to help lessen the impact.

Through the support team work, we will be looking to develop more interagency work, to remove the burden from individual agencies, by the agencies coming together to provide services for the North Wales Criminal Justice agencies. An example of this is the Board's stand at the National Eisteddfod and Urdd, when the Board funds the stands, provides the equipment etc for the stand, to enable the agencies to attend this event without financial implications usually associated with such events.

The support team will continue to facilitate seminars and other events to bring the CJS agencies, as well as other non CJS agencies, to ensure that we can tackle North Wales issues swiftly and with the help of a wide audience. An example of this activity was the Victim and Witness seminar held in September 2008, to re establish the Victim and witness priorities with all agencies, and to raise the profile of the Witness Charter, the Board will bring in during 2008/9.

The Support team will also host the 6 monthly defence solicitors' seminar, during which we will bring the defence solicitors up with current issues in North Wales, and to give the defence solicitors' the opportunity to question the agencies over various concerns.

The support team will also represent the Board at both local and National events, in order to act as a conduit between the Board and local groups, as well as National bodies such as OCJR, or local Community Safety Partnerships.

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## Detailed Business Plan

An annual Business Plan with the details of targets and how the Board aims to achieve its objectives during the current year, can be found on the Board's web site [www.justicenorthwales.co.uk](http://www.justicenorthwales.co.uk), or you can contact the Board Support team at; North Wales Criminal Justice Board, Police DHQ, Ffordd William Morgan, St Asaph Business Park, Denbighshire, LL17 0HQ or phone us on 01745 588628. If you require the report in any other format please contact us so we can look to meet your special requirements.

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**Annex A**

# Abbreviations:

ACPO	Association of Chief Police Officers
CJ	Criminal Justice
CJB	Criminal Justice Board
CJS	Criminal Justice Services
CPS	Crown Prosecution Services
CSP	Community Safety Partnership
HO	Home Office
MOJ	Ministry of Justice
NWCJB	North Wales Criminal Justice Board
OCJR	Office of Criminal Justice Reform
PPO	Persistent Priority Offender
PSA	Public Service Agreement
PYO	Persistent Young Offender
SSSJ	Simple Speedy Summary Justice

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