

## **Hertfordshire Criminal Justice Board Constitution 2020-21**

### **1. Purpose**

1.1 Hertfordshire Criminal Justice Board (HCJB) was established to provide a structure for strategic leaders to meet, discuss and agree measures to improve the criminal justice system in Hertfordshire for victims, witnesses, the public and all those who come into contact with it.

1.2 The key purpose of the HCJB is to set the direction for the delivery of improvements through multi-agency consultation and working.

1.3 This constitution sets out the Terms of Reference, governance and delivery framework for the HCJB. The strategic priorities and key deliverables for 2019/20 are detailed below and are refreshed annually.

### **2. Terms of Reference**

2.1 The HCJB is a voluntary partnership. It is not governed by statute and is not an executive body. HCJB meetings are not open to the public, but they are invited to a specific meeting held in public.

2.2 Membership will be agreed by the partnership and is open to Chief Officers, Chief Executives, Police and Crime Commissioner and their Deputies, and senior managers of organisations who are involved, or have an interest in the delivery of criminal justice in Hertfordshire.

2.3 The partnership comprises of statutory, voluntary sector and community organisations including commissioners.

2.4 Board members will represent their own organisation at a strategic level and are responsible for championing HCJB business throughout their organisations.

2.5 Information sharing is critical to the success of the HCJB. Members will undertake to share relevant and appropriate information with each other.

2.6 The HCJB will:

- Identify strategic priorities biennially
- Identify areas of risk where a multi-agency response is necessary
- Identify performance measures necessary to monitor progress and impact
- Commit appropriate resources in support of partnership working
- Agree communications and information sharing guidance
- Provide reports from meetings with decisions taken
- Provide access to approved non-confidential documents on a public facing website

2.7 HCJB Vision

“To deliver a joined up and modernised criminal justice system that delivers value for money and improves the confidence of victims and the public in the criminal justice system. By working in partnership, the Hertfordshire Criminal Justice Board aims to reduce crime, harm and risk by

increasing the efficiency and effectiveness of the criminal justice system using the best available evidence”.

### **3. Governance**

3.1 Operating standards will be in keeping with Local Government Rules and the Nolan Principles of Standards in Public Life.

3.2 The HCJB will maintain a risks and issues log and this will be made available to all members twice a year.

3.3. The Programme and Performance Monitoring Group (PPMG) will monitor progress achieved in the Delivery Plan. Each strategic priority will be supported by Delivery subgroups and have a Chair (Thematic Lead).

3.4 The Thematic Lead will be responsible for delivery of their section of the delivery plan and this will be monitored twice a year at the PPMG and annually at the HCJB.

3.5 A RAG (Red, Amber and Green) status will be used to monitor progress of activities. Areas of concern from the activity plans and risk register will be brought to the attention of the partnership on an exception basis.

3.6 The HCJB will identify performance measures to monitor progress of delivery. These measures will be used by the Delivery subgroups.

3.7 A high level performance dashboard will be made available at the PPMG and Board meetings.

3.8 Minutes with summary performance notes and key consultation papers will be made available on the PCC website (via the HCJB webpages)

3.9 Decisions will be recorded in the minutes which will be produced within 10 working days of meetings. The HCJB will seek to resolve differenced constructively and reach a consensus on decisions.

3.10 HCJB will operate an understanding of mutual accountability where each member and each organisation hold equal status. The ethos of multi-agency cooperation is preserved in an environment of trust and openness. Overall accountability will be to the public.

### **4. Membership and Chair**

4.1 The following organisations are members of the HCJB:

- Police and Crime Commissioner for Hertfordshire (Chair)
- Chief Constable of Hertfordshire Constabulary
- Chief Supt Criminal Justice & Custody of Hertfordshire Constabulary
- Chief Crown Prosecutor, Crown Prosecution Service (CPS)
- Head of Hertfordshire Local Delivery Unit, National Probation Service (NPS)
- Director of BeNCH Community Rehabilitation Company (CRC)

- Governor of HMP The Mount Prison
- Cluster Manager, Her Majesty's Courts and Tribunals Service (HMCTS)
- Chief Executive, representing District Councils
- Area Manager, Citizens Advice (Witness Service)
- Contract Manager, Legal Aid Agency
- Director of Operations, Clinical Commissioning Group
- Health and Justice Commissioning Manager, NHS England
- Head of Service, Youth Offending Service
- Director of Children's Services, Hertfordshire County Council
- Defence Solicitor
- Chair of Community Liaison Group, Lay person

4.2 Membership will be considered by the HCJB and decisions taken to add or remove members will be taken in an open forum.

4.3 There will be no maximum time limit for membership.

4.4 In line with the Local Operating Framework, the PCC will continue to Chair and convene the HCJB

4.5 The Chair will be responsible for developing effective relationships with key national, regional and local stakeholders, ensuring effective governance, performance and financial arrangements.

4.6 A Deputy Chair will be appointed for a period of two years. The Deputy Chair will lead meetings on those occasions when the Chair is unable to.

4.7 Each member organisation will have voting rights in respect of appointing the Deputy Chairperson and for agreeing new organisations to join the partnership or, where necessary, to leave the partnership.

4.8 Voting on any matter will be on a simple majority basis with the Chair having the casting vote. It will work on the principle of one organisation = one vote.

## **5. Delivery Structure**

5.1 The HCJB will identify its priorities on an annual basis at their Strategic Planning Day and will prepare an Annual Delivery Plan based around those priorities. In line with the Police Reform and Social Responsibility Act, the priorities take account of the Police and Crime Commissioner's Police and Crime Plan, agencies organisational priorities and new legislative requirements.

5.2 Activities with clear outcomes will be identified in support of each priority and grouped together under respective thematic headings.

5.3 The delivery subgroups will meet 4 times a year. New business agreed by the Board or proposed by Delivery Groups will be added to the activity plans. Specific themes may also be progressed by task and finish groups and will report directly into the subgroup.

5.4 A structure diagram showing the governance and reporting framework of the HCJB is outlined in the Appendix.

5.5 A Communications Strategy will be agreed that identifies the progress for agreed joint statements to the media which will be separate from individual organisational statements.

## **6. The Priorities of the HCJB for 2020**

6.1 The priority areas set out below reflect the key areas for improvement across the criminal justice system locally.

The priority areas are as follows:

**Priority 1: Reducing Crime:** To reduce crime, harm and risk by removing adult and youth offenders from the criminal justice system and increasing diversion from it, through schemes including the Perpetrator Programme and the Choices and Consequences (C2) Programme.

**Delivered through the Integrated Offender Management Board (IOM)**

**Priority 2: Criminal Justice System Efficiency: Delivery of Justice:** To deliver improvements in performance throughout the end-to-end criminal justice system, particularly with regard to increasing the speed of effective justice by reducing the time taken between the offence and charge and improving the percentage of effective trials.

**Delivered through the Programme and Performance Management Group (PPMG)**

- Have operational oversight of the programme of work of the two Local Criminal Justice Boards (Hertfordshire and Bedfordshire) to ensure timely delivery of work.
- To manage the flow of information from the thematic sub-groups to the LCJB's and identify issues for discussion and agreement.
- To assist in the problem solving of issues raised by the thematic sub-groups and provide direction and guidance
- To review the criminal justice performance data relating to Hertfordshire and Bedfordshire and identify actions for improvement and tasking.
- To produce an end-of-year and a mid-year report for the Hertfordshire Criminal Justice Board and the Bedfordshire Criminal Justice Board.

**Priority 3: Supporting Victims and Witnesses:** To oversee and manage compliance of victim and witness processes to ensure that the quality of customer service given is compliant with the Victims' Code of Practice (VCOP) and the Witness Charter, and use relevant information to support the PCC in commissioning appropriate future services for victims in Hertfordshire.

**Delivered through the Victims and Witnesses Subgroup**

- To understand the reasons for DA victim attrition and consider options to better support victims through the CJS (currently on hold while awaiting the publication of the DA Law as this will most likely mandate the recommendations the group have made)

- To demonstrate how well CJ agencies apply the Code of Practice for Victims; ensuring compliance and achieving benchmark KPI
- To review Victim and Witness satisfaction of the Criminal Justice System and compare against national and regional benchmarking.

**Priority 4: Innovation and Digital CJS Efficiency:** To identify and create efficiencies across the criminal justice system, including the delivery of digital working by all agencies and working with as little paper as possible.

**Delivered through the Digital and Innovation in the Criminal Justice System subgroup**

- To identify and create efficiencies across the criminal justice system, including the delivery of digital working by all agencies, working with as little paper as possible
- To optimise online and video capabilities across relevant CJ agencies
- Maximise opportunities for victims and witnesses to give their evidence remotely
- To pilot a text message service to reduce the number of dependents failing to appear for their first hearing
- Ensure that digital mark-up software enables significant business change by introducing in court, real-time results
- Use opportunities to be innovative and apply for funding to build analysis and support change

**Priority 5: Early intervention:** To divert people away from the criminal justice system those most at risk of entering it, and those first time entrants via early intervention, diversion strategies and services.

**Delivered through the Early Intervention & Prevention Subgroup**

- To make sure there is relevant and effective provision, where possible and appropriate, to divert away from the criminal justice system those most at risk of entering it for the first time via early intervention, diversion, and prevention strategies and services.
- To make sure there is relevant and effective provision to minimise the prospect of first time entrants to the criminal justice system re-entering, via structured pathways, effective strategies and services.
- To improve the health and wellbeing outcomes (and gap) for people who come into contact with the criminal justice system
- To minimise the use of police custody for under 18's.
- To support the recommendations of the new legislation emanating from the Charlie Taylor Review of the Youth Justice System and review how this impacts the Hertfordshire Criminal Justice Board.

**Priority 6: Rehabilitation of Offenders in the Community:** To ensure effective rehabilitation of offenders in custody and Through the Gate into the community through clear pathways of support

for service users with issues relating to: Accommodation; Health; Education, Training and Employment; Mental Health; Substance Misuse; Finance, Benefits and Debt.

**Delivered through the Rehabilitation of Offenders in the Community Subgroup**

- To map the rehabilitation and support services provided by the statutory and voluntary services in Hertfordshire
- Solve issues relating to the rehabilitation and resettlement offenders in the community
- Improve support for offenders relating to the seven resettlement pathways
- Ensure links between all relevant sectors relating to offender health, including commissioners, providers and the voluntary sector
- Improve the data collected, analysed and used on offenders to drive improvements in service delivery

**Priority 7: Communications:** To provide more visibility to the workings of the Criminal Justice Board and enable the public, victims and witnesses to have their voice heard and to shape the priorities of the Board.

Delivered through all the HCJB subgroups with the Digital & Innovation subgroup overseeing the communications strategy and communications calendar for the year.

- To ensure the public have access to information about the local CJS and Hertfordshire's Criminal Justice Board
- Ensure the local CJS addresses, and is seen to address, the needs of the local community
- To provide opportunities for the public to have opportunities to have a voice within the HCJB
- To ensure the HCJB works effectively with appropriate local partnerships
- To improve CJS staff knowledge and understanding of the CJS and its achievements
- For CJS staff have greater confidence in the fairness and effectiveness of the CJS