

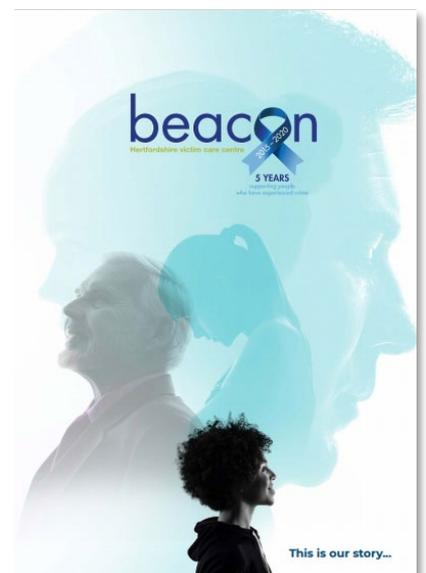


# BEACON BUSINESS PLAN & COMMISSIONING INTENTIONS

2021-2026

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## EXCECUTIVE SUMMARY

Since its inception 5 years ago, Beacon continues to deliver on its mandate to support all victims of crime, irrespective whether the crime was reported to police or not. The service has evolved as our knowledge of victim needs improves. This has enabled the collation of data and insights bringing about understanding to where services could be improved or developed. The challenges brought about by the pandemic, not least the scheduling of trials to 2022 and beyond, has required a rethink of the victim services support model, due to increasingly more complex cases requiring extensive support over extended periods of time.

A forecasted increase in victims of crime brought about by organic and population growth, unemployment exacerbated by the pandemic and increased policing capacity, is set to place increased demand on victim services. It would be both unreasonable and unaffordable to tackle this burden alone. A vibrant and effective VCSE sector economy is vital to ensure services are readily accessible to offer, in some situations, a life-long continuum of care. However, some areas of victim needs are largely ignored whereas others, notably in domestic and sexual abuse, heavily subscribed. Irrespective of crime type, it is incumbent on the Police and Crime Commissioner - and by extension - Beacon Victim Care Services - to ensure the adequate and appropriate provision of victim services across all crime types and available county wide. This will entail both a fulfilment and coordination role for Beacon, ensuring where possible, required outsourced services are of consistent, reliable and high quality.

Therefore, this plan proposes investment in those areas where, through pilots, have conclusively demonstrated enhanced victim outcomes, reductions in repeat victimisation and increased CJ prosecutions whilst addressing how VCSE sector partners could reliably and consistently provide services through the development of a Hub and Spoke model, including opportunities for charitable organisations to strengthen their financial position to assure market supply. Finally, this plan looks to the future, taking into account recommendations by both HMICFRS (2019) and HM Government (2020) to strengthen the collaboration between victim and witness services.

### Summary of areas for investment & growth

	Annual
Extending provision across Safeguarding Command	246.5
Enhanced support for those awaiting trial	96.0
Development of specialist provision (SA)	148.0
PF Vulnerable victim recovery fund (secure & prevent)	25.0
VCSE development and capacity building fund	50.0
<b>Total (s)</b>	<b>565.5</b>

Note: Investment & growth projections exclude SA services sitting outside of Beacon (ISVA and Community Outreach services) and subject to separate business and financial plan.

# INTRODUCTION

Police and Crime Commissioners have a statutory responsibility under the 2014 Anti-Social Behaviour, Crime and Policing Act to ensure the provision of victim support services within their policing area.

The Beacon Victim Care Centre was established in 2015 by the Police and Crime Commissioner for Hertfordshire. It followed the devolution of victim care services previously commissioned by Ministry of Justice from a centralised service to one that is more suited to the needs of victims locally. The Ministry of Justice provides an annual grant to Police and Crime Commissioners to help fund services.

The Beacon Victim Care Centre consists of 2 teams co-located at Hertfordshire Constabulary Police Headquarters. The Victim Service Team (VST), made up of police staff, has the responsibility of contacting all victims who report crime to police by ensuring the basic details of their crime has been communicated along with a crime reference number. The VST will also undertake an initial needs assessment as required by the Victims Code of Practice and where additional support would be beneficial, offer a Case Manager. The Case Managed service is currently commissioned to an external service provider who have organisational expertise in supporting victims of crime to both cope with the immediate impact of crime and to recover over the long term. The service includes a more in-depth needs assessment, creation of a support plan including safety planning, emotional and practical support including advocacy.

The service offered and expertise available includes support for all crime types but with specialist provision for high harm crime types including Domestic and Sexual Abuse. The service also includes a unique (award winning) specialist fraud hub. Some of these innovations were piloted in 2019/20, delivering successful and evidenced outcomes for victims of crime and providing firm foundations to build upon.



## ORGANISATIONAL GOALS

### Ensure a high quality and consistent service for all victims

Whilst Beacon Victim Care Services cover all crime types, the manner in which reported crime is investigated has created some disparity between volume/low level crime and serious/high harm crime resulting in an unintended 2 tier approach. The introduction of the Beacon Safeguarding Hub targeting medium risk DA cases has demonstrated the benefits of a rapid and seamless introduction to victim services resulting in greater engagement with investigations; disclosures of previous crimes; a reduction in repeat incidents and an increase in outcome rates. This service should be expanded across all safeguarding crimes ensuring parity and consistency in service regardless of entry point. This ambition should extend to all victim service provision across the county. Whilst a broad and diverse range of services is to be welcomed, currently there is fragmentation across the county resulting in disparity in service provision. The OPCC Sexual Abuse needs assessment has also identified a lack of community based provision and avenues for victims to access services both in confidence and sometimes anonymously. Therefore, Beacon will adopt a greater leadership stance to encourage and promote collaborative working as well as assuredness of service supply.

### Create a 'person-centred' not system-oriented service for those embarking Criminal Justice

Broadly, the Criminal Justice System is designed to administer justice on behalf of the state. In so doing, it is required to balance harms to society versus personal freedoms and liberties. Thus, considerations to prosecute are taken on the basis of the wider societal interest not necessarily just those of the victim. Many commentators, including the Victims' Commissioner for England and Wales espouse the notion of 'informed choice' for victims. Establishing the most appropriate (best) course for the victim can only come from a wider understanding of the victims' personal circumstances and opportunities open to them. Therefore, a more rounded understanding of person needs, as opposed just a 'victim's need' should allow for a more informed service provision leading to a sustained recovery. Expanding the service to encompass provision to legal advocacy and 'life coaching' style mentorship should provide for both informed choices and self-determination. 'Person centred' practice should be extended across system and CJ boundaries seeking to reduce hand over and pass-off points resulting in a more seamless and co-joined service. This will be facilitated through the introduction of a Criminal Justice Care coordinator strengthening the relationship between Beacon and Witness Care Unit as well as ensuring advocacy for those victims engaging with Out of Court Disposals.

## Develop a sustainable platform responsive to current and future victims' needs

The Ministry of Justice Victims' Services Grant provides an invaluable income stream to deliver services. However, the grant is currently given on an annualised basis founded on a national funding formula rather than local requirement, resulting in services commissioned to fit the budget, not necessarily need. This is further reinforced in that the grant has remained at the same level for several years and does not allow for inflationary pressures. Furthermore, unused grant is required to be returned at year-end constraining the opportunity to invest in future services. Finally, there is a disconnect in relation to prevention activities and core grant requirements. Whilst it is permissible to use grant to directly support a victim in preventing future harm, the use of grant in a less direct way (such as broader and more holistic prevention strategies) is not allowed. Alternative funding streams to support victim services are available, but not always accessible to public authorities. The National Lottery is a notable example. So too, are the opportunities to partner with, or sponsorship from corporate institutions, especially in specific crime areas such as fraud. Finally, some 'high perceived value' services, such as on-going counselling, sometimes attract offers of donations from victims themselves. Therefore, the funding model for Beacon should be considered, either by including victim services into core budget, or transitioning Beacon to a Community Interest Company (CIC), which could allow the service to receive additional revenues to invest into future products and services whilst reducing dependency on the public purse.



**Beacon – The Future**

The global pandemic of 2020 has brought with it considerable challenges for Criminal Justice. A consequential reduction in court capacity has resulted in more trials being deferred over extended periods of time creating, for some victims, anxiety and worry whilst awaiting a conclusive outcome to their crime. This has resulted in more complex and extensive support requirements including the need to address questions such as 'should I walk?'. The answer, of course, is very much a personal consideration, however configuring the appropriate support could help the victim determine the answer and this requires a 'person centred' approach.

It can be argued that the Beacon Case Managed service already provides a person-oriented approach and this is true. This publication speaks volumes about the skill, dedication and determination of staff at Beacon. However, developing a deeper understanding of those hopes and aspirations pre-crime, and setting goals and milestones to meet or even exceed those original ambitions post crime, require an enhanced set of skills that can be found in Life Coaching and mentorship. These skills can unleash inner potential helping individuals to achieve optimal wellbeing and social participation. Over time, Beacon Case managers will develop these enhanced skills through accredited learning programmes.

However, options and informed choices cannot be explored within a vacuum. Access to independent legal advice will also form part of the Beacon service offering, as well as complementary specialist services, with the aim to build personal resilience and reduce the likelihood of repeat victimisation.

**Above all, the ultimate ambition of Beacon is much more than helping victims to cope and recover from crime, but to enable them to thrive and flourish.**

**"Looking back, for me, Beacon has been a defining moment in my role as Police and Crime Commissioner. From the outset, it was created to both improve and enhance the support we can offer to those who have experienced crime. It has achieved that, yet continues to evolve and develop as our understanding of victim needs improves. I am committed to its future and proud of my part in establishing it as a much valued service"**

David Lloyd, Police and Crime Commissioner for Herefordshire

## VICTIM SERVICES LANDSCAPE

Each year there are on average 75,000 crimes reported in Hertfordshire. Not all crimes represent one unique victim. 11% of incidents relate to a repeat victim of crime. Some crime types, such as burglary, will affect residents within the same dwelling, resulting in multiple victims requiring support. For this reason, the Ministry of Justice Victims Services Grant stipulates that 'victim' encompasses immediate family members. The British Crime Survey for England and Wales indicates that two-thirds of victims do not report a crime, suggesting that there are potentially 150,000 crimes taking place across Hertfordshire that go unreported. Even so, as required by the Ministry of Justice, all victims of crime, irrespective if they have reported a crime or not, are entitled to support.

It is reasonable to assume that not all victims of an occurrence would wish to report the crime or receive support. For some, the event is little more than a minor inconvenience or something that will be taken care of by insurance (criminal damage to car for example). For others, distrust of public authorities creates a barrier to reporting whilst for some, due to intimidation or controlling factors, are either unwilling or unable to report crime due to concerns for personal safety. Finally, there are those who do not recognise they have been a victim of crime. Exploitation is one such crime type where 'exchange' might be considered reasonable by the victim but nonetheless criminal behaviour by the perpetrator.

Generally, there are two primary routes for victims of crime to receive information, help and support. Locally and nationally. The majority of national services are charitable/not for profit in nature with some funded by Ministry of Justice to ensure an accessible and reliable information giving service (e.g. the charity Refuge provides the National Domestic Abuse Helpline).

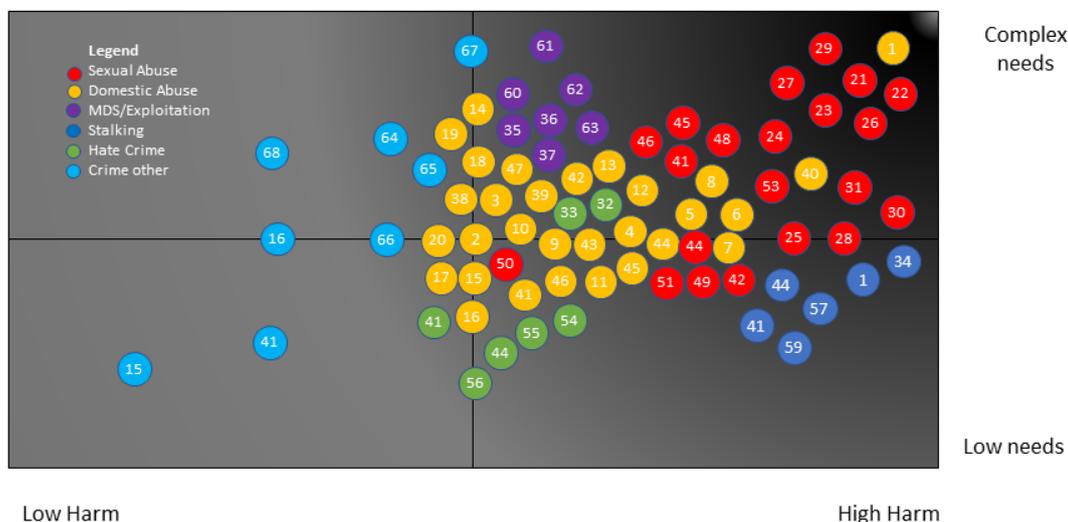
Locally based services are either affiliated to national organisations (Safer Places, Refuge), commissioned/funded by local authorities or independent charitable organisations.

For those who report directly to police, a formal referral pathway is in place through the Victim Service Team, who, based on a need's assessment, will onward refer or signpost to agencies and organisations who can assist. For those entitled to an 'enhanced service' as deemed under the Code of Practice for Victims of Crime, or where particular vulnerabilities have been identified, a Case Managed service is available to support the victim through the Criminal Justice Process.

For those who are unable or unwilling to report a crime, there are a number of statutory and voluntary organisations who can provide guidance and advice. Some of these organisations can also provide practical and emotional assistance, some of which, are networked as a service delivery partner with Beacon victim services.

## Victim Services Market Perceptual Mapping (NB. excludes Beacon Victim Care Services)

### Victim Services Provision v's Harms and Needs



A full list of organisations listed by specialism can be found at Appendix A

Whilst a vibrant VCSE economy is to be welcomed, confusion can exist in the marketplace. For example, for victims of Domestic Abuse, there are 6 national helplines and 5 locally commissioned services in addition to at least 25 charitable organisations. Some services overlap, such as Safer Places, Refuge and SADA, all who have IDVA's and two offering stalking services. Most local provision is clustered around Domestic and Sexual Abuse reflecting not only prevalence and demand, but the often, complex nature of support required.

Most Domestic Abuse and Sexual Abuse charities in Hertfordshire are stand alone independent organisations. Some are affiliated to national organisations making those organisations more resilient to the issues associated with unpredictable and variable income streams. Some organisations solely provide support within the geographic locality they are based whereas a few will accept victims from across the county. One organisation is notable for a strategy of planned growth from a locally based service to one commissioned by local authorities to deliver services across districts.

There is a notable absence of organisations (both statutory and charitable) to support victims of low harm yet high volume crimes. However, it does not follow that a low harm crime would not result in high emotional impact on a victim depending on their circumstances.

Despite the inherent risks in delivering services to vulnerable victims, VCSE organisations, even when commissioned by local authorities, are not necessarily required to possess formal qualifications nor bound by the requirements set out within the Code of Practice for Victims of Crime. This is a point of differentiation between sometimes informal networks and the commissioned services through the Police and Crime Commissioner who is required in law to ensure the provision of victim services and specific requirements set-out by the Ministry of Justice victim services grant conditions.

A further point of differentiation and of significance, is that all reported volume crime, along with some Safeguarding Command crimes, are referred through Beacon and where an immediate needs assessment, as required under the Victims Code of Practice, is conducted. This process allows for a more structured approach to onward referral taking into account the locality, suitability and capacity of an organisation to support a referred victim. Again, this managed approach is a key point of differentiation for Beacon.

Finally, Beacon Victim Care Centre fills the void in low harm yet high volume crimes, ensuring that all victims, not just those experiencing high harm crimes, have the benefit of expert advice and guidance.

Therefore, the established aim of Beacon to ensure 'No one victim is left behind' remains valid.

However, it's distinct purpose (as opposed VCSE sector organisations) is to ensure:

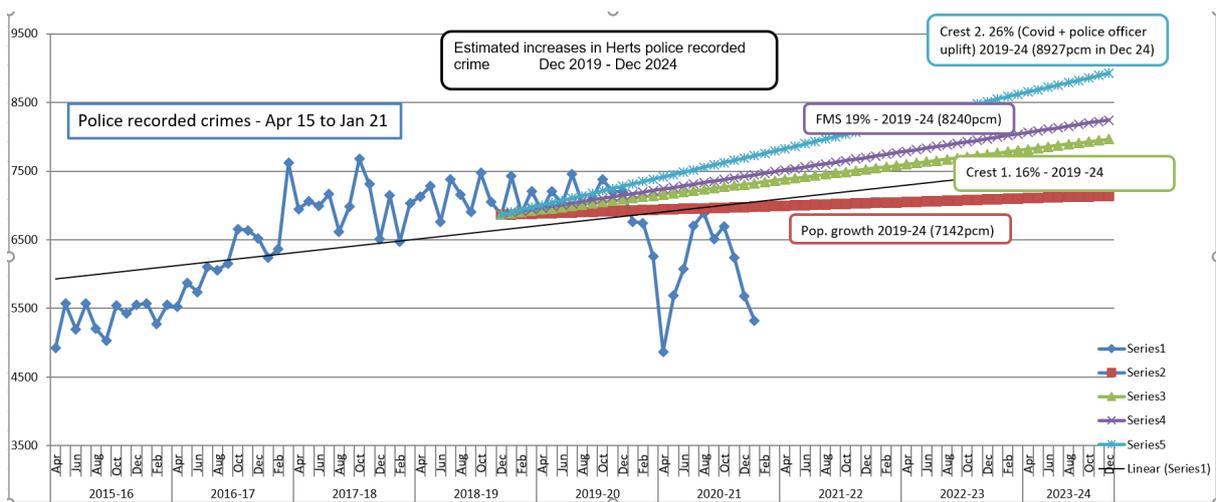
- All victims are aware of their rights and entitlements as set out in the Code of Practice for victims of crime.
- All victims have access to appropriate support and guidance, delivered to a consistently high standard, whenever that support is required.
- Ensure that all victims of reported crime are needs assessed and where required, have access to a case manager to coordinate support through the Criminal Justice System.
- Provide advice, guidance and assistance to investigators as to the services and support available to victims.
- As part of its victims' rights remit, support victims through the Victims Right to Review process and CICA claims.
- Provide advocacy for victims who seek or agree to have their crime dealt with by Out of Court Disposal.
- Ensure information, guidance and access to Restorative Justice

# DEMAND

Demand assessment needs to consider 2 primary inflows of victims. Those who report and those who do not. The latter is the most challenging given the variable reasons for unreported crimes.

With regard reported crime, Crest Advisory project an increase in crime of 26% by 2024<sup>1</sup>. Their calculation is based on historical trends, the uplift in police officer recruitment and the impact of the pandemic leading to unemployment. Importantly, the projections are not founded on an across the board increase but certain crime types showing greater increases than others. Sexual Offences for example are forecasted to increase by 5% whereas property/theft offences 15%. By contrast, Hertfordshire Constabulary in their 2021 Force Management Statement forecast an overall increase in reported crime of 19%. Whilst the projections by Crest Advisory may seem pessimistic to extreme, the insight into impact by crime type is helpful in determining the availability and composition of services for the future.

A further factor influencing demand will be population growth. Hertfordshire County Council forecast an increase of population of 48,000 by 2026 adding a potential 1,250 victim base crimes per annum.



Reference:

1. Crest Advisory (2020). A perfect storm.

**Table 1 - Forecast Demand 2020 – 2024**

Crime Type	Current demand 2020	Forecast Demand 2020 - 2024				Victim Service uptake
		Pop + 4%	Crest + 16%	FMS + 19%	FMS + Pop 23%	
Domestic Abuse	12137	12622	14079	14443	14929	52%
Hate Crime	1580	1643	1833	1880	1943	
				0		
Sexual Abuse	1976	2055	2292	2351	2430	65%
Stalking Harassment	6253	6503	7253	7441	7691	72%
MDS/Exploitation	79	82	92	94	97	
Burglary	4306	4478	4995	5124	5296	67%
Theft	15802	16434	18330	18804	19436	52%
Offences against the person - Violence without injury	11930	12407	13839	14197	14674	54%
Offences against the person - Violence with injury	7836	8149	9090	9325	9638	54%
Fraud*	7744	8054	8983	9215	9525	60%
Crime Other	26440	27498	30670	31464	32521	30%
Total*	82366	85661	95545	98016	101310	

The dramatic reductions seen in crime over pandemic lockdown has seen a reversal (bounce back) when restrictions have been eased. This has resulted in a moderating impact on overall increases in crime over time, but nonetheless, an increasing trend overall.

To counter the projected increase in crime it is anticipated that there will be a corresponding reduction in offences due to initiatives such as Prevention First. The Prevention First control strategy includes specific reference to repeat victims of crime. In 2020, 11% of victims were repeat victims (757 per month). Whilst it would be unrealistic to expect all repeat victims to engage with support, a reasonable assumption would be a net reduction in repeat victimisation of 5%. Whilst a useful target to achievement, the impact would be marginal in the net overall increase in crime. Nevertheless, if executed well, the Prevention First strategy should yield a dividend from fewer crimes resulting in fewer victims, however, it is known there is currently unmet demand, not least in additional safeguarding crimes (10,907 victims) but also sexual abuse, where it has been calculated that some 19,040 adults in Hertfordshire experienced some form of sexual abuse in the past 12 months yet only 1,132 reported to police.

Therefore, for forecasting purposes, this plan foresees an increase in victims of some 20% per annum

Crime Type	Demand 21/22	Demand 2025	Victim Service uptake
Domestic Abuse	12137	14564	7,573 @52%
Sexual Abuse	1976	2,371	1,541@65%
Stalking Harassment	6253	7503	5,402@ 72%
MDS/Exploitation	79	95	
Burglary	4306	5167	3,462@67%
Theft	15802	18962	9,860@52%
Assault/Offences against the person (Violence without injury)	11930	14316	7,730@54%
Assault/Offences against the person (Violence with injury)	7836	9403	5,077@54%
Hate Crime	1580	1896	1896
Fraud	7744	9292	6,319@ 68%
Crime Other	12723	15,267	4,581@30%
<b>Totals</b>	<b>82,366</b>	<b>98,837</b>	53,441

Notes: Demand = Reported crime. Victim Service uptake = predicted referrals across all victim services.

## GROWTH & DEVELOPMENT

Demand analysis indicates a steady growth over the lifespan of this plan necessitates an expansion in the capacity of case managed provision. The needs assessment suggests areas for continued investment, not least in areas such as sexual violence. Concepts such as 'person centred' approaches require a strategic approach to capitalising, supporting and encouraging good local authority and VCSE provision. Finally, given the nature of variable investment requirements, the nature of the Beacon financing model needs to be considered.

### Beacon Safeguarding Hub

An acknowledged area of demand is within the Beacon Safeguarding Hub. The pilot introduced in May 2020 conclusively demonstrated the benefits of a readily accessible and connected service available to investigators of high-harm crimes. Immediate and expert advice to victims has yielded greater engagement with investigations; disclosures of other crimes; a reduction in repeat incidents and an increase in outcome rates. It is a view across Safeguarding Command that this provision should be expanded to ensure all victims of reported Domestic Abuse assessed at standard/medium risk have access to this service. In addition, the Domestic Abuse Act 2021 introduces where a child is present where domestic abuse is perpetrated, they should be treated as a 'direct victim'. This has implications for the effective and initial needs assessment of children present and appropriate onward referrals.

An analysis by DAISU indicates that there are a disproportionate number of stalking victims within this cohort as well as non-intimate crimes. Based on potential risk, DAISU would welcome the introduction of a stalking assessment and support capability within the Beacon Safeguarding Hub. This could be achieved within the proposed staffing uplift.

Safeguarding would also welcome the extension of the Safeguarding Hub to encompass victims of rape and those crimes that fall outside of child protection, such as HALO and COST. Demand would be relatively modest at 4 - 6 crimes per day requiring an uplift of no more than 2 FTE. Critically, these posts would directly link with the OPCC Sexual Abuse Commissioning strategy, which, in line with the National Sexual Abuse strategy, will seek to extend 'life-long' provision into formalise pathways with the VCSE sector.

Table 1. Beacon Safeguarding Hub indicative additional resource requirement

Requirement	Demand	Resource Requirement
DAISU Medium risk (cover 100%)	1038	X 1 FTE
DAISU standard/ stalking	5808	X3 FTE
Rape/HALO/COST	1,560	X 2 FTE
Case Manager support (@25%)	2,101	X 2 FTE
<b>Totals</b>	<b>10,507</b>	<b>8</b>

## Hub and Spoke model

As set out within this plan, the county enjoys a vibrant VCSE sector. It would be unreasonable to suggest that Beacon could, or should, possess all of the knowledge and skills available to victims. This is especially the case in developing accessible services to deliver ‘life-long’ care for rape victims.

The OPCC Sexual Abuse strategic assessment and business plan underpins the requirement for collaboration with other existing support services balanced with the need for independent sexual violence support services, but coordinated where an investigative or prosecutorial process is underway. This, along with knowledge that victims are, at present unaware or unfamiliar of services points to the advantages that might be achieved by positioning services alongside Beacon as a trusted and expert organisation. It is proposed that by commissioning sexual violence services as a separate contract but under the branding umbrella of Beacon could help preserve independence but enable a whole-system hub and spoke delivery model.

It will be critical for robust capacity that Beacon has in place formal networks to allow onward referral to suitably equipped and qualified providers. However, as highlighted, some areas of supply are duplicated and/or not available within a locality. In others, the absence of formalised data sharing agreements and protocols makes victim handover problematic whilst the absence of formal monitoring and governance can result in high caseloads forwarded to organisations who may not have the capacity or financial resources to cope. To avoid distress to victims and potential reputational damage to commissioners it is important that Beacon – as referring organisation – can do so with confidence.

This will most likely require the introduction of Service Level Agreements and formal monitoring arrangements. It is accepted these requirements would add additional burden to organisations focused on delivery and not administration. Therefore, Beacon would have both an implied and moral duty to ensure the quality and resilience of partner organisations. This could be through mechanisms such as spot grants; pay per use agreements or retainer fee arrangements. A provision for ‘draw down’ payments or an investment fund should be considered. Whilst at a conceptual stage, the illustration at Table 2 provides an illustration of probable revenue requirements.

The current funding model, primarily through Ministry of Justice Victims’ Services Grant, effectively prohibits the use of funding for investment or reserves to fund long-term strategic aims, as unused grant needs to be returned at end of financial year. The nature of spontaneous government grants, usually results in a narrow window of opportunity from the application process to eventual spend, causing some difficulty in areas where recruitment is required (as evidenced by ISVA funding in 2020). Finally, some funding opportunities are not open to statutory authorities yet it has been found not all VCSE sector organisations have the resources to apply and mobilise an extension to their service, again, within tight timescales. Therefore, consideration should be given towards an alternative manner in which to secure funding for victim services over the medium to long-term.

Setting aside a budget for victim services within the core budget with MoJ funding as one part of contributing revenue stream would allow the Police and Crime Commissioner to achieve both statutory and Police and Crime Plan objectives without constraint and the opportunity to invest for the future. Whilst this would satisfy funding requirements there are unmet needs as it relates to ensuring an adequate supply of staffing. Victim services by its very nature is a people business and where typically recruitment of staff can take up to 12 weeks. It is not always practical or desirable for contract holders to recruit additional new staff within 12 months of contract end date, yet spontaneous government grant encourages or even demands uplifts in local resourcing, often at short notice.

An alternative corporate vehicle, such as a Community Interest Company, could permit the direct recruitment of staff, overcoming contractor or market supply issues whilst enabling access to alternative funding opportunities.

Table 2. SV & VCSE capacity building resource requirement (proposed)

Requirement	Demand	Resource Requirement
SV Case Manager		X1 FTE
SV CYP Case Manager		X1 FTE
SV Service Manager		X 1 FTE
VCSE capacity building fund	-	-
<b>Totals</b>	<b>x</b>	<b>3</b>

## Informed Choices and Person-centred support

A stated area of concern for the Hertfordshire Criminal Justice Board is the impact of the pandemic resulting in a reduced capacity of courts to conduct trials against a growing case load. The resultant extended wait time for victims to give evidence has the potential to have a profound effect on people’s ability to move on with their lives. Expressed concerns include the ability to recall evidence accurately or lapsed/distorted memory; increased mental health trauma and anxiety caused by delays and the potential for victim disengagement from the Criminal Justice System resulting in attrition.

In some instances, it may simply not be in the best interests of the victim to await extended periods of time for a case to be tried whilst in others, alternatives to a prosecution may be preferable given their

circumstances. But how are these determinations made? What support should be in place ensuring the appropriate expertise is available to ensure fully formed and accurate decisions? These considerations extend beyond solely those awaiting a case to be tried, but numerous victims whose personal situation and circumstances collude to erect barriers to crime recovery.

The basics of Life Coaching and Mentorship are founded on informed and realistic choices with a focus on future desired goals. Recovering from the trauma and impact of crime necessitates an understanding of what life ambitions were prior to the incident, and how those ambitions could be achieved or even exceeded post crime. Criminal Justice could be viewed either as an enabler or barrier to achieving life’s goals depending on how the victim perceives their life’s choices. To be effective, Life Coaching and Mentorship needs to be ‘person centred’ and focused solely on the needs of that individual, something that is not always possible, or even desirable, for those charged with investigating and prosecuting on behalf of the state. Life Coaching and mentoring is the facilitation to attain future goals through milestones to achievement and which may extend for period of time. Combined with a Case Managed current ‘solutions based’ approach, the service would aim to ensure access to multiple supports (both formal and informal) and services at key milestones to achieve optimal wellbeing and social participation. The foundation blocks of life coaching are already inherent within the case managed service. This creates the opportunity to upskill case managers to undertake a course in life coaching. Whilst the cost of qualification is modest, the impact is most likely to be felt in managing safe caseloads. However, additional demand is projected to be manageable as it is not envisaged that this approach would be suitable or warranted for all victims. Therefore, only a modest increase in case manager provision is proposed however, enablers to facilitate the person-centred approach, such as access to necessary services and products, need also to be factored into the service. For example, to ensure the best advice is offered to victims’ including options relating to criminal justice, access to legal advice should be readily available. Moreover, a person-centred approach should consider the offender/victim cycle and devise strategies that both prevent escalation to harm and increased or repeat victimisation. To facilitate this, it is proposed to create a rapid support fund using spot grant to fund services that would enable the basic foundations for recovery and resilience (protect and prevent), including preventative strategies (Prevention First).

Finally, both HMICFRS (2019) and HM Government (2020) have highlighted the need to develop the relationship between victim and witness care services to improve the coordination of support including access to special measures. Whilst the reports point to combined victim and witness hubs, this is unlikely to be achievable within the period of this plan. However, the introduction of a Criminal Justice Care coordinator is proposed to develop and strengthen links between Beacon and Witness care Units and oversight of Out of Court Disposals.

Table 3. Enhanced services

Requirement	Demand	Resource Requirement
Trauma Informed Life mentoring	50	Outsource
Legal advice	500	Outsource
Rapid Support Fund	2500	Stock (appendix 2)
CJ Care coordinator	3000	X 1 FTE
<b>Totals</b>		

#### References

HMICFRS (2019) *The Poor Relation*. 58

HM Government (2020) *Prime Minister’s Virtual Summit on Hidden Harms*. 7

## GOVERNANCE

This plan recognises the interdependencies on statutory and voluntary sector organisations in order to deliver effective, victim centred services and the need for effective collaboration and coordination. The separate Sexual Abuse Services Business Plan reflects the Hub and Spoke model required to deliver in some instances seamless life-long care. The OPCC fully exploits funding opportunities offered by central government to pilot and develop services, often with VCSE organisations. The IDVA/ISVA and emergency funding grants received over 20/21 and 21/22 has resulted in 12 organisations receiving funding to deliver services outside of contract yet as a condition of grant, are encouraged to collaborate with Beacon. Applications for funding received to date have primarily focused on the recipients view on demand as opposed whole system approaches resulting sometimes in siloed thinking. The development of a Beacon Victim Services Delivery Board would seek to draw together all subscribing organisations to report on deliverables through funding received via OPCC and to consider insights and demand data from other organisations, including data and information from formal contract monitoring meetings with commissioned providers. The intention is to encourage collaborative whole system thinking whilst ensuring effective and efficient utilisation of resources. It would also provide a visible and transparent way in which to offer capacity building funding.

# FINANCIAL

## EXPENDITURE

Expenditure is based on core services falling under the Beacon Victim Care Services role and remit. Other victim services funding requirements and co-commissioned services (DA/SV/SARC/CSE) are excluded, but continue to be essential commitments in fulfilling the obligations of PCC's as stipulated within the Ministry of Justice Victim Services Grant. These additional and ongoing funding requirements total a further £526k per annum.

Activity	21/22	22/23	23/24	24/25	25/26
Beacon Core Case Managed Service	-	-	-	-	-
Beacon Safeguarding (all medium DA) VST uplift.	31.5	31.5	32.0	32.0	32.0
Beacon Safeguarding (DA standard + Stalking)	48.0	94.5	97.0	97.0	98.0
Beacon Safeguarding (Rape + CSA)	-	-	-	-	-
Beacon SV services	-	-	-	-	-
Legal/Life Coaching/mentoring	-	-	-	-	-
Vulnerable Victim Support Fund		25.0	25.0	25.0	25.0
ASB case manager	-	-	-	-	-
OPLO contribution	26.0	27.0	28.0	28.0	28.0
VCSE capacity build fund		50.0	50.0	50.0	50.0
<b>Totals</b>	-	-	-	-	-

### Notes and Assumptions

Some costs redacted due to commercial sensitivity (pre-market)

Beacon core costs exclude Hertfordshire Constabulary Victim Service Team unless otherwise stated.

Beacon Core Case Managed service assumes incorporation of Fraud and Safeguarding pilots staffing uplifts.

Safeguarding Hub extension to all DA victims assumes a recruitment lag in Yr1.

SV posts assume recruitment lag.

## SUMMARY

Beacon has established itself as a trusted brand delivering high quality support to victims of crime. It is also developing a growing reputation as an 'expert' organisation offering invaluable information and advice to those on the frontline supporting victims. Yet it also demonstrates its ability to adapt to new insights and emerging trends and in so doing, recognises more needs to be done to support victims, especially those who are unable or unwilling to reach-out for support.

In his 2021 election manifesto, the PCC stated "I will invest further to expand the quality, range and remit of Beacon services so that in Hertfordshire victims of crime can expect not just emotional support, but practical help and advocacy".

This 5-year Business Plan highlights where and how the quality, range and remit of Beacon can be developed.

*"It is a mistake to think of victim services as the bit tacked on the end post crime. Beacon staff are supporting victims throughout their experience of the Criminal Justice System and beyond. It is important that their contribution is both recognised and valued".*



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## Appendix A

### Victim services provision

	Local		National	
Domestic Abuse	IDVA (Refuge/Safer Places)	1	National DA helpline	38
	HDAH (Hertfordshire Domestic Abuse Helpline)	2	Safer Places	39
	Sunflower (Network)	3	Refuge	40
	SADA	4	Victim Support	41
	Watford Women's Centre	5	Embrace	42
	Wel/Hat Refuge	6	Women's Aid	43
	SAHWR	7	Galop	44
	South Hill Centre	8	ManKind	45
	I am cherished	9	Mens Advice Line	46
	DA Alliance	10	RISE UK	47
	DART	11		
	Future Living	12		
	AAFDA	13		
	CAB	14		
	Mediation Hertfordshire	15		
	Hertfordshire Practical Parenting Programme	16		
	Herts Mind Network	17		
	For Baby's Sake	18		
	Local Authority DA case workers	19		
		20		
Sexual Abuse	ISVA	21	Victim Support	41
	Herts SARC	22	Mankind	45
	HertsSAC	23	Survivors UK	48
	Herts Rape Crisis	24	ChildLine	49
	Watford Rape Crisis & Sexual Abuse Centre	25	Embrace	42
	Trauma recovery	26	SupportLine	50
	One YMCA	27	Safe Helpline	51
	I am cherished	28	Galop	44
	HCC commissioned providers for CSE	29	Survivors UK	53
	Charis Tiwala	30		
	Red Kite	31		
Hate Crime	Herts Constabulary Hate Crime Officer	32	POhWER	54
	Herts Mind Network	33	True Vision	55
			Victim Support	41
			Galop	44
		Stop Hate UK	56	
Stalking	IDVA	1	Susie Lamplugh Trust	57
	ISAC	34	Paladin NSAS	58
			Victim Support	41
			Action Against Stalking	59
Modern Day Slavery	Mind in Mid-Herts	35	Unseen	60
	SAHWR	36	Salvation Army	61
	New Hope	37	British Red Cross	62
		Madaille Trust	63	
Crime Other	Road Victims Trust	64	Victim Support	41
	Recover	65		
	CAB	15		
	Mediation Hertfordshire	16		
	Trading Standards	66		
	CRI Spectrum	67		
Age UK	68			

