



# Victims and Witnesses First: VSS Strategy 2018-2021

Staff handout version, April/May 2018



# Foreword from the Chief Executive

Since joining VSS last year, I've been hugely impressed by the commitment and effort of our staff and volunteers to helping people affected by crime. As most of you are aware, we've also had some major challenges to deal with, such as criminal injuries compensation, which have followed on from a few demanding years for the organisation.

It is essential that we create a new future for ourselves that builds on our proud history over the last thirty years so that we remain at the heart of supporting victims and witnesses for many years to come.

Over the last few months, I've been speaking to staff, volunteers, board members, partner organisations, the Scottish Government and many others – including victims and witnesses – to understand where we are now, where we want to be and what we need to do to get there.



This is all captured in our new organisational strategy entitled **Victims and Witnesses First: VSS Strategy 2018-2021**. I'm delighted to say that after three years of annual funding we have secured our first ever three-year funding deal from the Scottish Government based on the commitments we have made.

This provides us with the stability that we need to plan ahead. However, it is really important though that we do not rest or be complacent. Three years may sound like a long time but there is a lot of work for us to do and in that time we need to create and fund new services that reduce our dependence on public money which, as you will all know, is under severe pressure.

**I invite you to read the whole document but I wanted to provide you with a summary and explain how it affects everyone connected with VSS.**

# Foreword from the Chief Executive

## What are we trying to achieve

Our mission is to ensure that those affected by crime receive high quality support that will help them to recover from their experiences. Ultimately, we want victims and witnesses to be at the heart of criminal justice in Scotland.

There are four things that we need to do to achieve that:

- 1 Deliver** supportive, accessible, personalised and excellent services to those who need our help.
- 2 Build** partnerships with other organisations so that we can work together on putting victims and witnesses first.
- 3 Champion** the rights of victims and witnesses.
- 4 Develop** VSS so that we can provide excellent services that meet the needs of victims and witnesses.

We have a detailed action plan over the next three years to meet these goals. However, there is a lot to do and we need to be realistic. Achieving these changes will not always be easy and we have limited resources.

**2018 – 2019** will be about building the foundations for a more stable and successful VSS, at the same time as providing priority services to a high standard.

**2019 – 2020** is where we will tackle more of the complex challenges that we have and start to secure our future through new fully funded services.

**2020 – 2021** will see us continuing to implement the changes of the previous two years, reviewing our performance against this strategy, and preparing for VSS for the next stage.

In 2021, I want us all to look back and see that we have created a more effective organisation that is making a lasting difference to people. We want victims and witnesses to have improved health and well-being, feel safer and more secure, and be better informed.

# Foreword from the Chief Executive

## What you can do

As well as reading the strategy documents when they are shared with you, there is a lot you can do to help VSS make more of a difference to the people we serve.

- ▶ Keep promoting the services we offer by being visible in the community.
- ▶ Build on your existing relationships with others that play a role in supporting victims and witnesses and develop new partnerships where they will help victims and witnesses get the support they need.
- ▶ Think about the different needs of victims and witnesses, especially where there may be a lack of existing services, or where victims' needs may be unmet. Talk to your manager and colleagues about how to meet these needs.
- ▶ Take part in any internal surveys, meetings or events connected with VSS' development e.g. roadshows.
- ▶ Share this update with any volunteers who may not otherwise see it if they have unsubscribed from internal updates.
- ▶ Keep putting victims and witness first in everything we do.



## What happens next

Individual teams and departments should devise their own implementation plans that set out how they will deliver this strategy in their local area or team.

**Kate Wallace**  
Chief Executive

# Strategy at a glance



## Vision and mission

All those affected by crime who need it receive high quality support to recover from their experiences.

Victims and witnesses of crime are at the heart of justice in Scotland.

# Strategy at a glance



## Outcomes

**People affected by crime have improved health and well-being**

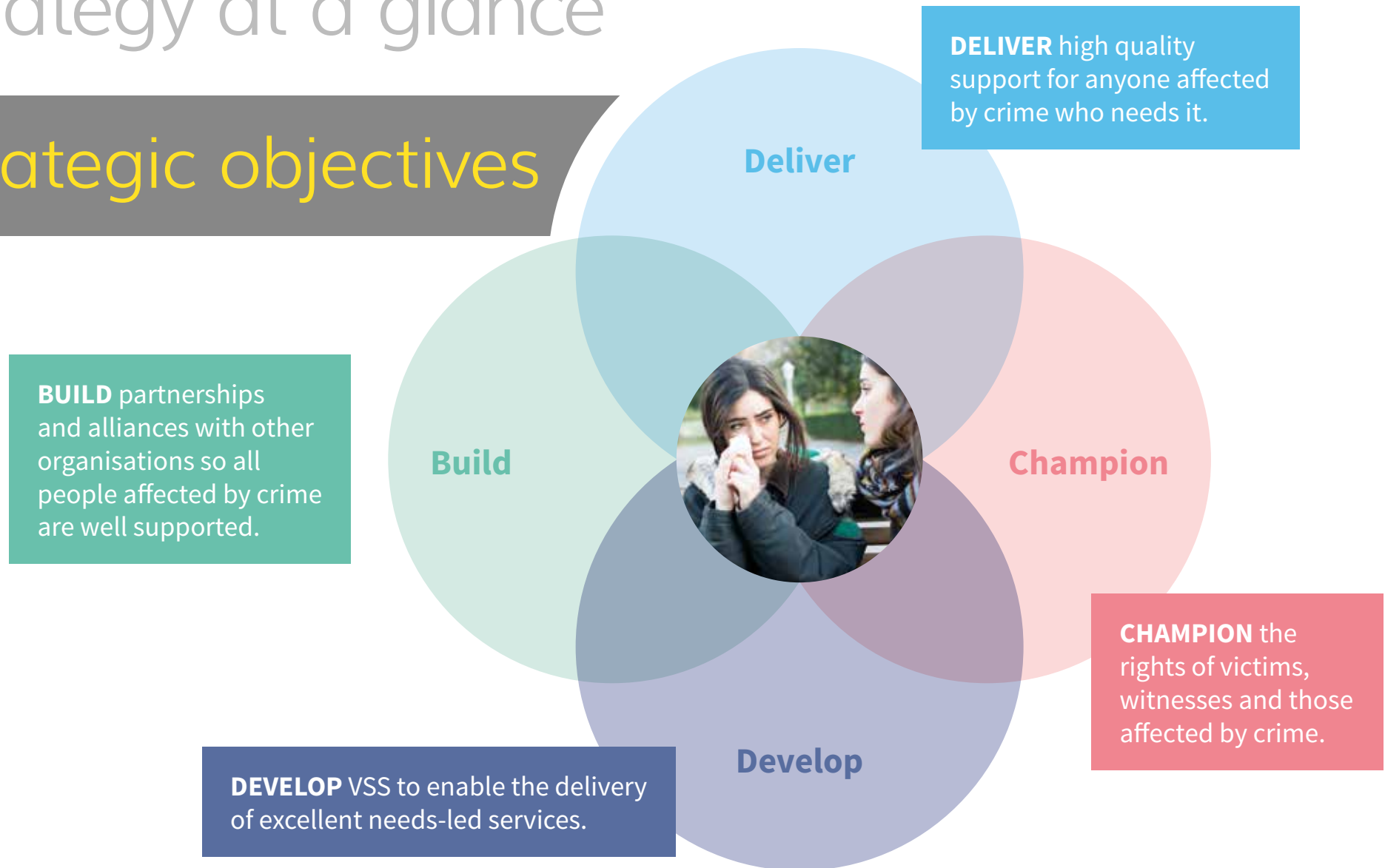
**Those affected by crime feel safer and more secure**

**Victims and witnesses are more informed**

**VSS is a more effective organisation that makes a lasting difference**

# Strategy at a glance

## Strategic objectives



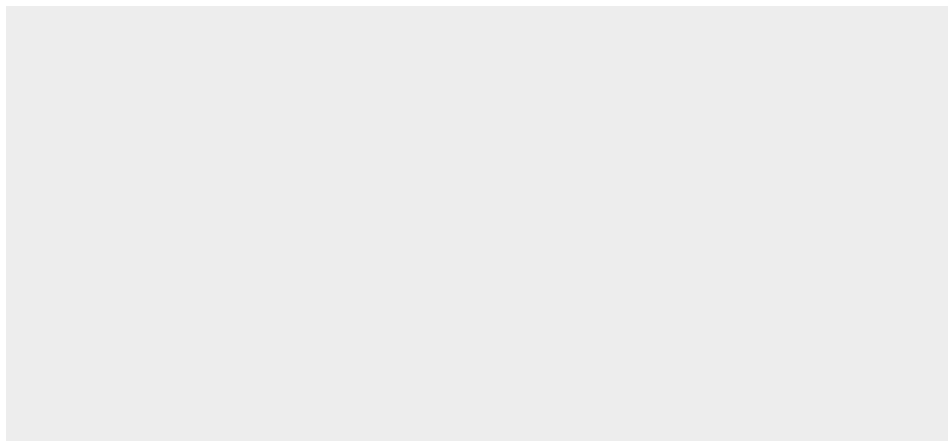
# Strategy at a glance

## Identity

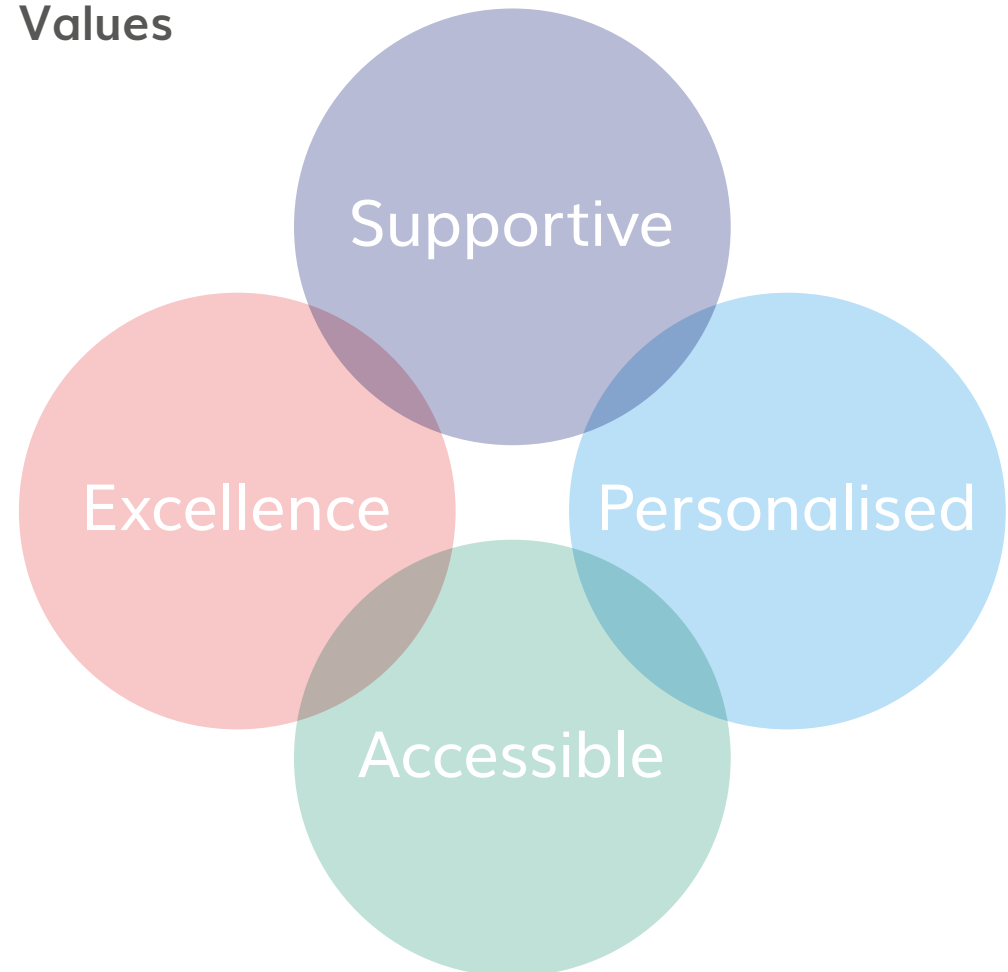
VSS is a service by its communities for communities, this includes:

- ▶ **Geographic communities** – Scotland and local
- ▶ **Communities of identity and belonging** – crime types and demographics (e.g. young people, equalities groups for example people who identify as LGBTi, BME groups, etc.)

VSS is modern, keeps up-to-date with trends and reaches out in a way that suits those affected by crime.



## Values





# Strategy at a glance

## Organisational objectives

- ▶ We will create a well-governed, well-led, well-managed, resilient organisation that is purpose-led (lives its values) and adapts to changing needs.
- ▶ We will be inclusive of the views and aspirations of volunteers and those who use our services.
- ▶ We will work in partnership with other organisations to deliver high quality support services as measured by outcomes for people affected by crime.
- ▶ Our organisation systems will be up-to-date, legally compliant, fit for purpose and accessible to all.
- ▶ We will develop our resources and work to ensure we have staff and volunteers with the right skills in the right place at the right time.
- ▶ We will plan training and personal development for all staff and volunteers, and have succession planning for senior staff and board.
- ▶ We will plan for the future.



# The big picture

## Taking stock

- ▶ We have reviewed where we are now. VSS has many strengths, especially its staff and volunteers, and has a long record of providing valuable support to victims and witnesses. However, we still have a long way to go to be the organisation we want and that our communities need.
- ▶ We have secured a three-year funding deal to enable us to deliver this strategy.
- ▶ We hosted our first visit from the current Cabinet Secretary for Justice.
- ▶ We have taken steps to address the situation with criminal injuries claims (CICA) support.
- ▶ We have a new Executive Board and are establishing a new leadership team.
- ▶ We have agreed this new strategy which provides clarity on our work over the next 3 years.
- ▶ We have secured funding to lead the establishment of a new homicide service for Scotland.



# The big picture

## Making better decisions

Going forward, we will assess our biggest decisions against these four factors:

- ▶ **Benefit:** can we show evidence of a positive impact on victims and witnesses in line with our strategy?
- ▶ **Excellence:** is it in line with our quality framework?
- ▶ **Accessible:** can we make this service open and easy to access to all who need it?
- ▶ **Finance:** is it affordable now and is it sustainable into the future?



# YEAR 1 PRIORITIES: building the foundations

## Deliver

- ▶ Support services for victims and witnesses using digital and mobile phone technology as well as via more traditional methods
- ▶ Develop plans for the new homicide service and supporting children coming to court as part of children's hearing proofs (a partnership with Scottish Children's Reporter Administration)
- ▶ In partnership with other organisations plan the 'Victim-centred' support model, sometimes referred to as 'single point of contact' or 'one front door' which will enable people who have been affected by crime to be supported by the appropriate agency and to receive a consistent level of service in their journey through the criminal justice system

## Build

- ▶ Review our current partnerships and actively promote a new strategy

## Champion

- ▶ Prepare a co-production strategy and plan to involve those who use our services in the development of our work



# YEAR 1 PRIORITIES: building the foundations

## Develop

- ▶ Re-engage all VSS staff and volunteers with our mission/vision and values
- ▶ Launch our strategy
- ▶ Redesign our structures and resources
- ▶ Establish a fundraising function
- ▶ Develop a strategy for these key areas: equality and diversity, organisational development, volunteering, community engagement, capability and capacity building, income generation
- ▶ Agree a quality improvement framework for whole organisation (e.g. Investors in People/Investors in Volunteers) and prepare for its introduction
- ▶ Create evaluation plan and systems to enable us to capture the difference VSS makes to those who use our services

We will also gather baseline data about the views and experiences of our volunteers, staff, stakeholders and others.



# YEAR 2 PRIORITIES: embed and deliver

## Deliver

- ▶ Fully-fledged digital/mobile service delivery approach
- ▶ Pilot new services
- ▶ Have funding applications in progress for new services where necessary

## Build

- ▶ Provide evidence of improved community engagement
- ▶ More partnerships with other organisations as well as improvements to partnerships

## Champion

- ▶ Put in place structures for service user involvement in policy influencing and VSS developments

## Develop

- ▶ Embed a quality framework tool across the organisation
- ▶ Put personal development plans in place
- ▶ Develop and pilot a performance management system



# YEAR 3 PRIORITIES: deliver, review, plan

## Deliver

- ▶ Demonstrate an improved digital experience for those who use our services
- ▶ Have new service models and approaches in place that meet needs of people affected by crime whose needs were previously unmet

## Champion

- ▶ Show that co-production, service user participation and engagement is in place and the new norm

## Build

- ▶ Be reviewing and preparing for our new strategy
- ▶ New collaborations with external organisations and deeper partnerships

## Develop

- ▶ Repeat the stakeholder, staff and volunteer surveys from Year 1
- ▶ Embed performance management systems



# Deliver programmes of high quality support services

## Outcomes

Victims and witnesses:

- ▶ Have improved health and well-being
- ▶ Feel safer and more secure
- ▶ Are more informed

## Services

- ▶ Individual support for victims and those affected by crime
- ▶ Information provision
- ▶ Witness support in court
- ▶ Digital access to support and information
- ▶ Signpost to other services

## Activities

- ▶ Develop our services and awareness raising externally in relation to cybercrime and fraud, children and young people, and those affected by homicide and hate crime
- ▶ Identify unmet need and consider ways of meeting those needs especially in relation to equality and diversity





## Deliver high quality services for anyone affected by crime who needs it

Strategic Objectives	Mechanism	Activity	Accountability	Impact measure	Resource requirements
Continue to do what we do well	<p>Provision of 1:1 support to victims and those affected by crime, information, and signposting to other support services</p> <p>Referrals from multiple sources</p> <p>Witness Support service</p>	<p>Face to face and helpline support across Scotland</p> <p>Monitoring and review of referral sources</p> <p>Support and familiarisation in all courts across Scotland</p>	Director	<p>Referral rates stabilise and start to show an increase</p> <p>Evaluation and service satisfaction surveys</p> <p>Reduction in repeat victimisation</p>	<p>Funding for core infrastructure from Scottish Government</p> <p>Fundraising strategy to fill any gaps</p>
<p>Identify gaps in service provision and seek to close them</p> <p>Focus on our priority groups of victims</p>	<p>Analyse unmet need</p> <p>Partner with other agencies</p> <p>Project plans for each targeted area</p> <p>Operational Delivery Model</p>	<p>Develop ways of supporting and engaging victims of crime whose needs are currently unmet</p> <ul style="list-style-type: none"> <li>▶ Children and Young People</li> <li>▶ Homicide</li> <li>▶ Cybercrime and fraud</li> <li>▶ Hate crime</li> <li>▶ Equalities Groups (e.g. LGBTi/BME etc)</li> </ul> <p>New operational delivery model for services to ensure consistent and high quality support</p>	Director	<p>Specialist knowledge acquired</p> <p>Plans for developing services in progress</p> <p>Identification of potential funders</p>	Activity and scale of all priority groups dependent on funding

Strategic Objectives	Mechanism	Activity	Accountability	Impact measure	Resource requirements
Reach more people who have been affected by crime	Digital strategy	Develop digital services that enhance the current helpline and offer a variety of on-line mechanisms (web chat, self-help tools, interactive website, online support, text)	Director	Operational plans in progress Identification of potential funders	Activity and scale dependent on funding Progress once funding has been agreed
	Community Outreach Mapping of services available in local communities Development of community engagement plans aligned to Strategic Plan	Scope possibilities and develop potential partners and operating plans Identify community groups to enhance local service delivery	Director	Operational/ community plans in progress Identification of potential funders	Activity and scale dependent on funding
Evaluate and evidence the difference VSS makes to those affected by crime	Build on work already started with Evaluation Support Scotland Participation and evaluation strategy and tools for measuring impact	Embed evaluation tools across all services Gather evidence on progress on an on-going basis Recruit Participation and Evaluation role	Director	User satisfaction questionnaires Story telling Case studies Research and reports	Funding for core infrastructure from Scottish Government Fundraising strategy to fill any gaps

# Champion the rights of victims and those affected by crime

## Outcomes

- ▶ A more effective organisation that makes a lasting difference
- ▶ Improved health and well-being for victims and witnesses
- ▶ Victims and witnesses feel safer and more secure
- ▶ Victims and witnesses are more informed

## Activities

- ▶ Encourage user involvement to influence and inform VSS policy and practice
- ▶ Involve people affected by crime in Influencing/ Campaigning plan
- ▶ Complete advocacy and rights-based work responding to consultations, service reviews, developing legislation etc.
- ▶ Raise awareness to:
  - Shine a spotlight on the emotional, social and economic impact of crime on victims and communities
  - Highlight strategic priorities, new crime types, and help that is available to those whose needs are currently unmet.

## Champion the rights of victims and those affected by crime

Strategic Objectives	Mechanism	Activity	Accountability	Impact measure	Resource requirements
<p>Empower those affected by crime to mobilise their concerns as a public health and a community safety issue</p> <p>Raise awareness of the issues concerning people affected by crime</p>	<p>Engage, influence and lobby key stakeholders both to promote the rights and needs of victims and to influence and shape future policy and funding commitments</p> <p>Raise profile of victim and the impact of crime with all key stakeholders</p>	<p>Continue advocacy and rights-based work by responding to consultation documents, service reviews, developing legislation etc. to ensure it improves the position of people affected by crime in Scotland</p> <p>Develop an influencing/ campaigning plan in alignment with strategic priorities to position those affected by crime at the forefront of national policy development</p> <p>Promotion to stakeholders through national policy and communications</p> <p>Promote through specific projects, consultations, research and conferences, social media and news articles</p> <p>Develop a programme of work aligned to influencing plan and participation strategy that details the work we will undertake proactively to enhance victims' rights</p>	<p>Director</p>	<p>New legislation and strategy that benefits victims</p> <p>Number of key government strategy groups that VSS participates in</p> <p>More people engaged in promoting profile of victims through social media (gather analytics)</p>	<p>Funding for core infrastructure from Scottish Government</p> <p>Fundraising strategy to fill any gaps</p>

Strategic Objectives	Mechanism	Activity	Accountability	Impact measure	Resource requirements
Involve service users in the development and delivery of services to ensure their needs are met	Engage with current and past service users  Participation and Evaluation Strategy	Research and learn from other organisations about service user involvement  Develop a user participation strategy		Number of users involved in supporting the development of services  KPIs to be determined via a new participation strategy	Funding for core infrastructure from Scottish Government  Fundraising strategy to fill any gaps
Campaign for high standards of victim support	Quality standard framework in VSS  Showcase expertise to effectively share best practice, learning, partnership development and funding opportunities	Engage with Investors in People (Remarkable) and Investors in Volunteers (IiV) to develop a plan to achieve both awards  Annual conference  Evaluation of services through case studies, satisfaction surveys, qualitative data gathering		Progress towards accreditation  User satisfaction	Funding for core infrastructure from Scottish Government  Fundraising strategy to fill any gaps

# Build supportive partnerships and alliances

## Outcomes

- ▶ A more effective organisation that makes a lasting difference
- ▶ Improved health and well-being for victims and witnesses
- ▶ Victims and witnesses feel safer and more secure
- ▶ Victims and witnesses are more informed

## Activities

- ▶ Build partnerships with other organisations ensuring that everyone affected by crime has their support needs met
- ▶ Establish strategic alliances to develop and deliver new services for victims
- ▶ Collaborate with others to influence policy, practice and campaigns



## Build partnerships and alliances with other organisations so that all victims are well supported

Strategic Objectives	Mechanism	Activity	Accountability	Impact measures	Resource Requirements
<p>To achieve growth in the breadth of services to enhance delivery and support to more people</p> <p>Build strategic alliances where there are benefits for victims and others affected by crime</p> <p>One front door approach to services for victims/ victim-centred support model</p>	<p>Broker formal agreements with other organisations to ensure best use of resources and a wider reach to victims whose needs are currently unmet</p>	<p>Continue to work with current partners and foster good communications and relationships – implement findings of stakeholder survey</p>	CEO/Director	<p>Profile of victims increased through new partnerships</p> <p>More people engaged in promoting profile of victims</p>	<p>Funding for core infrastructure from Scottish Government</p> <p>Fundraising strategy to fill any gaps</p>
	<p>Working with other organisations to increase the likelihood of developing new services, identifying gaps in service provision and providing a needs-led service for victims</p>	<p>Lead a partnership to develop a homicide service</p>	CEO/Director	<p>Progress in homicide service design and delivery</p> <p>New partnerships developed</p>	<p>Full funding for homicide service from Scottish Government</p>
	<p>Work collaboratively to influence policy and practice</p>	<p>Scope and develop a victim-centred support model of service delivery</p>	CEO/Director	<p>New partners identified and engaged</p> <p>Plans in progress</p>	<p>Funding for core infrastructure from Scottish Government</p>
		<p>Relaunch the Victims Organisations Collaboration Forum Scotland (VOCFS) group – chaired by VSS</p>	CEO/Director	<p>Group relaunched</p>	<p>Funding for core infrastructure from Scottish Government</p>

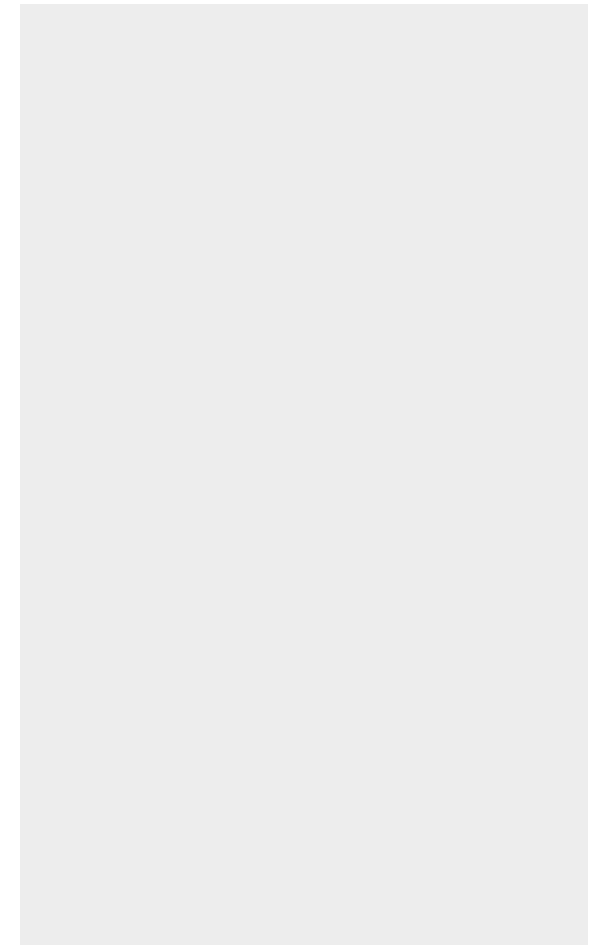
# Develop VSS capacity and capability

## Outcome

- ▶ A more effective organisation that makes a lasting difference

## Activities

- ▶ Maintain strong supportive governance to lead the way
- ▶ Strategic Management will align to changes in the external environment and the needs of victims
- ▶ Operational Management will focus on strategic priorities, being responsive, pro-active and needs-led
- ▶ Build a flexible, resilient workforce
- ▶ Embed new cultural norms that embrace change, new ways of working, flexibility, learning and a new set of values to underpin everything we do
- ▶ Establish a new modern brand image
- ▶ Continue to provide support to volunteers to deliver a high quality service





## Develop VSS as an organisation

Strategic Objectives	Mechanism	Activity	Accountability	Impact Measures	Resource requirements
<p>VSS is a flexible, organisation, capable, resilient and adaptable to change</p> <p>VSS is aligned to the external environment and is proactive</p>	<p>Organisation restructuring</p> <p>Review of roles and responsibilities</p> <p>Three new posts to boost infrastructure, capability and capacity (National Volunteer Coordinator, National Projects Coordinator and Fundraising Manager)</p>	<p>Create a Change Programme Board to include a Trustee, CEO and other senior managers alongside an external specialist (HR) initially with scope to expand membership as required</p> <p>Review structure across the organisation and embark on a programme of change</p> <p>Create new roles that are a priority and essential for success</p>	CEO	Roles and structure are aligned to the strategy	<p>Funding for core infrastructure from Scottish Government</p> <p>Fundraising strategy to fill any gaps</p>
<p>The Governance of VSS is capable, resilient and a model of good practice</p>	<p>Governance arrangements</p> <p>Articles of Association</p> <p>Trustee skills audit and training plan</p>	<p>External review of governance and implement recommendations of review</p>	Chair	Governance structure is updated	<p>Funding for core infrastructure from Scottish Government</p>

Strategic Objectives	Mechanism	Activity	Accountability	Impact Measures	Resource requirements
Volunteers and staff are motivated and engaged	Culture & process change Strategic direction and clear business and implementation plans National volunteering strategy	Volunteer and staff satisfaction survey to determine baseline Culture change programme with communications plan Prepare a volunteering strategy	Director	Action plan in place based on survey results Implementation of volunteer strategy	Funding for core infrastructure from Scottish Government
VSS has a culture of learning and continuous improvement Strengthen staff and volunteer capabilities	Training needs analysis Training and CPD programme Develop and enhance leadership skills	Trustee development programme Leadership programme Individual learning plans	CEO/Director	Staff and volunteer engagement improves Learning programme aligned to strategy Staff and volunteers participation in learning and CPD Development of learning strategy	Funding for core infrastructure from Scottish Government Fundraising strategy to fill any gaps

Strategic Objectives	Mechanism	Activity	Accountability	Impact Measures	Resource requirements
VSS is a sustainable organisation	Budget and financial controls Sustainable business model Income from training events Income generation strategy Reserves replenishment plan	Budget to align with strategy and to show plan to improve reserves Review structure across the organisation and embark on a programme of change Deliver a training programme to generate income Implement income generation strategy Review all costs and develop a cost saving programme	Director	Improved reserves position Fundraising strategy will be operational Targets from fundraising strategy realised	Funding for core infrastructure from Scottish Government
Resources and infrastructure will match the requirements of the organisation to deliver excellence	Estates review Digital/telephony review Operational delivery model	Review all contracts and determine if best value is being achieved Review ways of working and scope possibilities of agile working, working from home and how to make better use of space	Director	Plan will be in place regarding the future of office premises Contract negotiations	Funding for core infrastructure from Scottish Government

Strategic Objectives	Mechanism	Activity	Accountability	Impact Measures	Resource requirements
Embed an accredited quality framework	Investors in People (Remarkable) Investors in Volunteering (IiV) Quality standard framework in VSS	Engage with Remarkable and IiV to develop plan for accreditation to achieve both awards	Director	Progress towards accreditation	Funding for core infrastructure from Scottish Government
Marketing and communications will enhance service, raise awareness delivery and promote VSS in a modern and appealing way	Marketing messages Social media presence Brand image	Review current methods of marketing and promoting VSS  Prepare a communications programme to highlight services to main referring agencies	Director	Analytics to determine engagement	Funding for core infrastructure from Scottish Government  Fundraising strategy to fill any gaps

# Key performance indicators

## Deliver

- ▶ **15%** increase in referrals from Police Scotland year on year
- ▶ **Five** new community groups working with VSS in local service delivery year one
- ▶ **90%** of service users will report that services were good or excellent by year three
- ▶ **15%** increase in digital engagement including social media (e.g. Twitter and Facebook)

## Build

- ▶ One new national formal partnership established in each year of strategy (3-5 in place by the end of the three years)
- ▶ Multi-agency Memorandum of Understanding in relation to homicide service agreed in year one with service fully operational by year three
- ▶ Terms of reference and service design agreed for 'victim-centred support model in year three
- ▶ Homicide project will have promise of funding in year one (achieved)

# Key performance indicators

## Champion

- ▶ Increase in the number of requests for VSS policy input
- ▶ Increase in the number of policies changed as a result of VSS input
- ▶ Service User Involvement group established
- ▶ Work plan for service user involvement group in place
- ▶ A service user will be recruited as trustee by year three

## Develop

- ▶ 85% of staff and 75% of volunteers will contribute to survey in year one with increases year on year
- ▶ Staff turnover less than 12% in year three
- ▶ Volunteer turnover less than 20% in year three
- ▶ Unplanned sickness absence less than 5% across staff team
- ▶ 95% of staff will have a personal development plan in year one
- ▶ Remarkable and liV in progress and accreditation achieved by year three
- ▶ Trustees will attend 75% of meetings
- ▶ All board meetings will be quorate
- ▶ Non-government funding in line with income strategy targets
- ▶ Reserves replenishment plan on track