



APCC FINDINGS REPORT: Victim Hub Landscape Review

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This document provides a landscape review of the victim hub model, presenting a summary of different approaches to victim hubs. The review concludes with a repository of information on each victim hub across England and Wales.

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VICTIM HUB LANDSCAPE REVIEW

Introduction

Police and Crime Commissioners, Police, Fire and Crime Commissioners, and Mayoral Authorities (following this, referred to as PCCs) across England and Wales commission local victim support services to victims of crime. Victim hubs are a commissioning model for local victim support which aim to provide practical and emotional support to victims of crime and to improve outcomes for victims. Victim hubs can provide a central point of contact and streamlines services to ensure victims are better informed and supported. The hub model aims to encourage a whole system approach to commissioned victim support services.

Despite the model being defined as a 'victim hub', they vary considerably across different PCC areas. This review will, therefore, consider victim hubs as an approach, rather than a single model of victim support. The purpose of this review is to better understand how victim hubs operate, and to share information on how different hubs across the country currently function.

The review has identified the benefits and challenges in establishing a victim hub. These benefits include integrated support services, one front door for support, improved delivery and monitoring, meeting the needs of victims and improving police awareness. The challenges in establishing the hub model identified within this review include engaging with the wider sector, information sharing, funding and incorporating domestic abuse services.

The review also contains a repository of 19 hub models. The repository demonstrates the variety of approaches that can be taken to establish a hub and highlights examples of innovative and notable practice. The repository of victim hubs may be used as a reference by those interested in engaging Police and Crime Commissioners on their commissioning approaches, or those considering their own approach to delivering support to victims. Consideration may be given to the key criteria which this review outlines as typical across hubs models, and the common aims and objectives of these approaches.

Finally, it is important to note that this review is to be used as knowledge sharing document on the victim hub support model. **The APCC is not recommending a**

particular approach to delivering a victim hub, or the approach to delivering victim support more widely. The aim of this review is to share practice among areas and information on what a victim hub may look like, as there is often uncertainty on what may constitute a hub. It is noted that the hubs model approach to victim support services is not essential to achieve the benefits that are identified within this review, and other alternative approaches may also receive the same benefits and level of support to victims of crime. It is for each PCC to commission victim support as they see most appropriate, to suit local need.

Methodology

The APCC contacted all 43 police force areas through the Offices of the Police and Crime Commissioners, Offices of the Police, Fire and Crime Commissioners, and Mayoral Offices (OPCCs collectively), to conduct this review on victim hubs. All 43 areas across England and Wales have responded and contributed directly to this work in order to inform a complete landscape review of the hub models that are currently in operation. We have also engaged with third-sector organisations and government departments on victim hubs as a part of this review.

A survey was sent directly to all 43 areas to commissioning officers within OPCCs. This survey was used to inform how many police force areas currently commission some form of hub model. The data received identified that 19 out of 43 police areas currently commission a hub model. The survey also covered a range of questions on the different approaches to hub models, including information on funding, information sharing, performance monitoring, triage and referrals processes. The survey also asked for qualitative feedback on the key benefits and challenges of establishing a hub within their local area. This information has been used to establish the repository and to inform the review of victim hubs.

We have also sought engagement through a variety of channels through face-to-face meetings, in-person visits to services and through regional meetings. This allowed in depth discussions on the victim hub models, as well as receiving feedback from areas who do not currently commission a hub and those who do not plan to do so. This has been used to inform a balanced discussion on the advantages and disadvantages in commissioning a victim hub.

We are very grateful to all partners and stakeholders who responded to our survey, and who have engaged with us throughout this landscape review.

Aims and objectives

The APCC engaged with OPCCs on the specified aims and objectives of their commissioned victim hub. Although models may vary due to local influences, many hubs demonstrated similar objectives. This section of the review presents the common objectives seen across victim hub models.

Supporting victims to cope and recover

Victim hubs aim to support victims to cope and recover following a crime. Support offered may be both practical and/or emotional, and provide guidance through the Criminal Justice System for those victims who chose to engage through that process. This may be provided through support services within the hub or facilitated by specialist services that are signposted by the hub.

Victim focused service

Victim Hubs aim to provide a victim-led service to ensure support is centred around the victims' needs. Victims remain at the heart of the service, and support is tailored to empower victims in their journey to recovery. Victim hubs have been found to provide a victim-led wraparound service to support victims throughout recovery.

Hubs can provide individual tailored support to victims, which can be aided by established processes and mechanisms within the hub, such as effective triage and multi-agency review. Detailed victim needs assessments are often used to establish a personalised support plan and effective referral pathways are present to specialist support.

Integrated and co-ordinated support

The Hubs model may aim to enable integrated and co-ordinated support through streamlining services and referral pathways to reduce duplication of resources and identify gaps within local service provisions. The intention is to provide a smooth journey for victims throughout their support and helps remove any potential barriers for the victim to access support.

Providing one front door to support

The Hubs can provide a single 'door' for victims to enter the service through, from which they can access all elements of support and be guided through the service.

Hubs can serve as a 'one-stop-shop' for support, instead of victims having to navigate multiple support agencies at once.

Supporting victims even if they have not reported a crime

There is a focus on ensuring victims can access support, even if they have not reported a crime to the police. This may remove the potential barrier to accessing support due to issues around trust and confidence in policing. Hubs offer support to victims who have not reported a crime, and accept self-referrals and referrals from other agencies.

Criteria

There is often inconsistency of language used to describe victim hubs, and there is no fixed definition of the term hub. Due to this inconsistency, this section highlights some consistent attributes we have identified across these approaches to commissioning victim hubs in order to provide some clarity in the APCC's general understanding and definition of the hubs model. Local flexibility in commissioning the best approach is key to delivering effective support, therefore these are examples on general criteria seen within the hub models. Individual hubs may have assorted attributes, and may combine them in different ways to deliver an effective service that works for their local need, partnerships, capacity and resourcing.

Although victim hub models vary widely, this review has identified some common structures seen within the approach to the hub model. Hubs may be constabulary led, as they sit within the police force and are run by police staff. Others may be delivered by commissioned providers through the OPCC. Another common model is a hybrid model, in which both the police force and a commissioned service provider deliver the hub together, with close working arrangements between the two. The commonly identified approach within this review is the in-house model, where the victim hub and hub staff sit within the OPCC and are directly employed by the OPCC. Examples of these different structures of victim hub models can be found in the [victim hub repository](#).

The APCC is clear that there is no single defined hubs model or approach.

Streamlined referral process

Hub models often allow a streamlined referral pathway for victims of crime, which in some cases is facilitated through automatic processes. Victim hubs often have established referrals route with other agencies, including the police force; this can simplify and shorten the referral process. Hubs often have direct access to police case systems or are joint data controllers with the police, meaning when a victim reports a crime they will be automatically referred into the service and contacted about support.

Multi-agency umbrella

Victim hubs can include multiple services or agencies within a single model, the hub creates a join-up between agencies and allows services to collaborate. This can be seen in many forms, such as multiple services incorporated within a single model but maintaining independence from one another and strengthened by information sharing agreements set in place. Other forms of multi-agency working are shown through co-location, hubs will invite services to co-locate within the hub, which is commonly seen with hubs and Witness Care Units. Specialist services within a hub can enable victims to receive specialist support alongside practical support and avoids external referrals. Other hubs may build strong working relationships with other local service providers and establish clear referral pathways. The majority of victim hubs included within this review incorporate some form of multi-agency element within the model.

Single point of contact

Hubs that act as an umbrella to a range of agencies allow victims to have a single point of contact throughout their criminal justice journey and through emotional and practical support. This allows hub staff to provide case updates and deliver support simultaneously. By offering victims a single point of contact throughout their support journey the service can reduce the passing around of cases between different support providers which may help reduce attrition rates. This can also support victims in only having to tell their story once while receiving support from the service.

Joint triage

Joint triage of services allows multi-agency review of cases referred into the hub. This may take place by dedicated triage teams within a hub, or through automated processes put in place. Joint triage can allow co-working across cases with a lead provider in place. Decisions on how triage takes place varies across different hub models, with some hubs using co-location with other services to aid this process, and

others employing multi-disciplinary teams to carry out the triage process. Triage is an important aspect of the hub model as it implies a good victim pathway.

Co-location

Victim hubs may invite other local services to co-locate within the hub. Co-location can help facilitate multi-agency working and improved learning. Services that co-locate maintain their independence from each other and hold information sharing agreements between them. Co-location may be physically in the same space, or across several physical locations, or through a virtual setting. Victim hubs often include either some form of co-location or joint triage.

Data Sharing

Data and information sharing agreements are put in place within victim hubs to protect GDPR while also allowing victims of crime to be reached and supported. Most hubs hold data sharing agreements with the police, such as joint data controllers. This allows data on victims of crime to be transferred directly from the police case system to the victim hub, to allow victims to be referred and contacted seamlessly. Victim hubs may often have information agreements in place with other support services, such as other co-located services or services with established onward referral pathways.

Funding

The review identified that there is significant variation in the annual cost of delivering victim hubs. This may be due to a number of factors including but not limited to other commissioning costs and spend on victims, prioritisation of spend, and overall funding allocating for the force area for commissioning.

The majority of victim hubs are funded by the PCC's office, and predominantly through the MoJ Victim Services grant. PCCs may top the funding up from their wider PCC budget. Some areas may also receive contributions from other organisations, such as the constabulary, Local Authorities or other partners. The repository section of this review provides summary information on funding for victim hubs across England and Wales.

Benefits in establishing the hub model

This section provides an overview of the common benefits identified from adopting the hub model in supporting victims of crime. These benefits were identified through extensive engagement across OPCCs. This is not an exhaustive list of the benefits in adopting the hub model, nor can we guarantee that these advantages will be found within each hub model across England and Wales.

Integrated and streamlined approach to victim support services

Hubs can have a positive impact by providing an integrated and streamlined approach to support services. Hub models adopt a victim-centred approach, where support systems are flexible to adapt to the victim's needs.

The referral and triage process implemented within the hub model can prevent victims from having to navigate confusing referral pathways themselves, which optimises the support available to the victim.

Established referral routes and streamlined services can reduce the passing around of victims within the hub model. This also prevents victims from having to tell their story multiple times and reduces re-traumatisation and victim dissatisfaction.

An all-encompassing victim hub for victims of crime can reduce the risk of duplication between services and consolidate resources. This can also benefit the police force as the victims' hub eases the process in locating the most appropriate service for a victim, particularly in cases where automatic data transfers are established.

One front door for victims

In many cases, the hub model offers one front door for victims to access support. A single-entry point for victims entering the service can help reducing the passing around cases between multiple services. Multi-agency review of cases and joint triage ensures victims are allocated to the appropriate services and support and are often provided with a single point of contact through their journey.

Victims who receive a single point of contact within the hub model often benefit from simplified communication with their support officer. This allows the provider to help the victim navigate a complex criminal justice system, and to help support them on their journey to recover.

Meeting the needs of victims

Victims' hubs allow a tailored and flexible approach to meet the needs of victims. Hubs can remain reflective and flexible through its own performance monitoring to identify any gaps in meeting the needs of victims. The hub can provide opportunities to co-locate with other local services and organisations to improve the range of support and promotion of services. Local knowledge and understanding of the area, and its services, can allow a comprehensive offer of support to victims.

Improved delivery and monitoring of services

The majority of victim hubs carry out extensive performance monitoring of their services. This provides a foundation for good understanding of the support landscape, and the ability to identify gaps or duplication, supporting the wider commissioning landscape. Access to this information in real time also enables real-time decisions to be made on improving support for victims.

Police awareness of victims

Hubs often foster close working relationships with the police force and large numbers of referrals come directly from the police. Many hubs have automatic data transfers or joint data controls with the police. Support hubs can gain greater understanding of the detail of the crime directly from the police, and insight into the investigation which helps in the overall provision for supporting victims.

Access to police systems allows closer working relationships and greater awareness within the police of victim support. This can also allow the service to work in a more time efficient manner in allocating cases, as consent is often obtained by the police and data is transferred automatically.

Hubs with established data sharing agreements often have direct access to the police and to the investigator which enables them to support the victim through their journey in the criminal justice system.

Challenges in establishing the hub model

This section of the review aims to highlight some potential challenges that may arise from establishing a victim's hub. These potential barriers have been identified through discussions with OPCCs and other stakeholders, and common themes across these discussions have been drawn out.

Engagement with the wider sector

While engagement with the wider sector is key to establishing good partnership working within the hub, there can be differing levels of engagement from partners. The wider sector can be apprehensive towards the hubs model for many reasons, such as outcomes for victims, or a concern in the reduction of clients and funding for their service.

PCCs wishing to establish a hub, or already who have a hub, should consider how to maintain good working relationships with their key partners, including involving them in co-design where appropriate. Commissioners may refer to the soon to be published revised MoJ Commissioning Guidance for guidance which details collaboration and co-commissioning.

Information sharing

Establishing data and information sharing agreements between the police and external partnerships can be a barrier in establishing the hub model. If agreements are not set between partners, it can be a challenge to pass information on victims for external referrals and cause frustration and delays between providers.

Information sharing agreements are key to a streamlined approach to the referral and triage of victims, and it may be useful to have them in place with key service providers.

Funding

Funding is a key element to ensuring the successful delivery of a hub, and insufficient levels of funding can place restrictions on the establishment and growth of the hub. Securing adequate and sustainable funding for a multi-agency hub is essential for supporting victims of crime. There are also concerns of over rising costs and staff salaries, and funding agreements not reflecting this.

Managing multiple funding streams can also be a challenge due to differing contracts and grants. Many hubs are funded through multiple grants and authorities, which can be difficult to align within a hub model.

Commissioners may wish to refer to the [Victims Funding Strategy](#) which sets out how commissioners and local partners should work together to best resource the victim support sector.

Public perceptions around policing and victim hubs

Due to issues around trust and confidence in policing, some victims may be discouraged from engaging with a victim hub that sits within the police force or is perceived to be connected to a police force. This can be particularly challenging for victims that do not wish to report to the police but are still looking to receive support who may find the connection confusing.

It is important for victim hubs to be clear about the support they offer to victims regardless of location or lead agency. Victims should be supported to engage and receive support in a safe space after experiencing a crime. Commissioners may wish to consider how to present their support offer in the context of their local area.

Incorporating domestic abuse services

Some areas have identified that incorporating domestic abuse services can be a challenge due to its increasing demand for support and differing working practices. Domestic abuse is a priority due to the potential risks and impacts, which can impact resources within the hub for other crime types.

High-risk domestic abuse services may work differently to a multi-crime service therefore this may pose barriers to engagement. There may also be concerns on the victim's engagement in support if there is not a separate service for domestic abuse victims.

Conclusions

This review has demonstrated that victim hubs are a flexible approach that may be adapted to local requirements and victims' needs. Although there is no set definition of the victim hub model, this review has identified certain characteristics seen across current hub models and provided insight into factors commissioners might take into account when commissioning a hub. There are common aims and objectives seen across established hub models and through the review we have identified key criteria typical to the hubs approach which we might expect to see.

We recognise the individual impact of each different hub will be dependent on the local area, however, we have reflected our broad understanding, based on the feedback from extensive engagement, of the benefits and potential risks to establishing a hubs model.

We recommend that commissioners considering the hubs model, and those organisations who engage with commissioners, reflect on the review and engage with the repository as a tool for decision making. Equally, those already commissioning such an approach might reflect on their approach in light of the findings of the review.

PCCs and partners may wish to engage with the repository, and the notable practice identified across those who commission hubs. Neither the review, nor the repository should direct commissioners on their approach, but we hope they will provide a useful tool in to support both internal conversations and in engaging with partners.

In conducting this review, the APCC saw notable practice on the victim hub model and on other commissioning approaches. We are clear that the focus of this review was on the victim hub model. The APCC is supportive of the victim hub model as a commissioning approach however, we also recognise the benefits to other approaches to commissioning. **The APCC supports PCCs in deciding how best to commission victim support in their local areas.**

Next steps

The APCC will continue to welcome examples of innovative and notable practice from colleagues on victim hub models and other commissioning approaches or practices. This work will support the APCC to encourage and support innovative practice, and build a further evidence base on what works, in supporting victims of crime.

We hope this document will support PCCs and OPCCs as they look towards the implementation of the Victims Code of Practice, and the Duty to Collaborate as a part of the forthcoming Victims and Prisoners Bill, and as we look towards the next spending review.

REPOSITORY

The section of the landscape review contains a repository of 19 hub models across England and Wales. The repository demonstrates the variety of approaches that have been taken to establish a hub and provides a current snapshot of victim hub models. This repository may be used as a reference for those considering their own approach to delivering support to victims, or by areas who are interested in establishing a victim hub model.

This repository provides a current depiction of victim hub models. It should be noted that the information provided is of a current snapshot in time, and that these approaches to the hub model are likely to change due to changing priorities and continuing commissioning cycles.

It is important to acknowledge that there is often inconsistency of language used to describe victim hubs, and there is no fixed definition of the term hub. This can create challenges in discussing hubs, and some aspects of the repository may not fit exactly within what is perceived to be a typical hub model. We have aimed within this review to use consistent language when describing hubs, but this is balanced against accurately describing models within their own local context.

We received information from 43 police force areas who reported on their approaches to commissioning. The repository contains those whose approached fitted within the criteria outlined in the review, and represents a range of different models and approaches, this information is presented in a consistent format to enable knowledge sharing.

Avon and Somerset

Lighthouse Victim Care Support Services

The Lighthouse Safeguarding Unit provides help and support to victims of crime and ASB. The team is made up of police staff and is co-located with victim support organisations, who work together to guide, advise, and support victims and witnesses.

Victim hub approach

- The Lighthouse unit is split into two business areas, one to support victims and the other for safeguarding.
- The service supports all victims of crime, based on the Victims' Code of Practice.
- The model is police led, and it is staffed by police staff and based in police buildings with access to their systems.
- Some support services are co-located within the Lighthouse unit, such as the IDVA and ISVA services.

Funding

- The service is commissioned and funded by the PCC through MoJ funding and includes funding from the Constabulary budget (for delivery of the wider functions, such as safeguarding).

Support

- Data is transferred from the police system, which is linked to Lighthouse, which houses full case files and obtains information from police records.
- After victims are referred to Lighthouse they are triaged based on vulnerability.
- Lighthouse refers victims onto commissioned service providers for enhanced professional support as required, including specialists support services in the local authority and OPCC commissioned services.
- The service will refer and signpost victims to other services if the support they require is not available through local commissioned services.

Performance monitoring

- The OPCC collects data from Lighthouse and all commissioned services which is reported on bi-annually. This includes returns to MoJ and additional data returns on performance which is requested by the OPCC. This data is also reviewed in quarterly contract meetings.
- Feedback is requested from victims at the end of their support journey.

Bedfordshire

Bedfordshire Victim Care Services

Bedfordshire Victim Care Services offers practical and emotional support to victims and witnesses to help them cope and recover from the impact of crime. The service is an in-house model which has close links with the police force and other partnership agencies.

Victim Care Service approach

- Bedfordshire Victim Care Services aims to support victims in their recovery through individual tailored support and facilitating referrals to specialist services.
- The service is commissioned by the Bedfordshire PCC and sits within the OPCC, and has close working relationships with Bedfordshire Police and other partner agencies in the community.
- The service supports all crime types and supports onward referrals to specialist services.

Funding

- The service is funded by the MoJ Victims Grant.

Support

- There are information sharing agreements in place with Bedfordshire police which eases referrals of victims into the service.
- Police undertake an initial victim needs assessment and based on this assessment they will make referrals via an interface between two in house systems into the service.
- Victims can also self-refer and referrals are accepted from partner agencies. Referrals are accepted by telephone, email or through the service website.
- A detailed victims needs assessment is carried out by support staff to assess the impact of the crime on the victim and identify their needs and any potential risks.

- Following this detailed assessment, a tailored safety and support plan is then agreed and put into place which is specific to the clients' personal circumstances.
- Support can include the provision of practical and emotional support, safeguarding, and help accessing external organisations for more specialist support through onward referrals. The victim's consent is obtained in order to share their data with external providers.

Performance monitoring

- Data is collected from the in-house data management system and is reported on a monthly and quarterly basis to internal and external stakeholders.
- The data management system collects data on variety of variables such as referral numbers and sources, crime types, geographics, demographics, engagement with victims, referrals made to external agencies and outcomes of support.
- A quality assurance process is undertaken, along with scrutiny of the calls made to victims, and case completion through the data management system.
- Victim satisfaction and feedback is received through a survey at the end of the victim's journey.

Dorset

Victim Bureau

Dorset Victim Bureau is operated by Dorset Police and provides updates on the crime to victims. Victim Support are co-located within the Victim Bureau, and they provide emotional and practical support to victims of crime. These are two co-located departments with different working arrangements, the Victim Bureau sits within Dorset police and Dorset OPCC commissions Victim Support.

Victim hub approach

- Victim Bureau consists of police staff who provide updates to victims on the crime that has impacted them. Victims can only receive support from Victims Bureau if they have reported a crime.
- Victim Support are commissioned by Dorset OPCC and they provide emotional and practical support to victims of crime.
- Victim Bureau provide referrals to Victim Support through secure email. Victim Support will also carry out referrals to other specialist agencies where appropriate.
- Victim Support does not share support provision data back to Dorset Police as it is independent from the Victim Bureau.
- The hub is co-located within the police estate.

Funding

- The Victim Bureau is jointly funded by Dorset Police and Dorset PCC.
- Victim Support is funded by the PCC and separately from the Victim Bureau.

Support

- Victims are referred into the Victim Bureau when they report a crime to the police. Victim Support accept referrals from any agency, including self-referrals.
- Victims are triaged by the Victim Bureau by crime severity. Priority cases are contacted within 1 working day and other crime types will receive contact within 5 working days.

- Victim Support contact all victims within 24 hours of being referred into the service.
- Victim Bureau will contact victims to provide updates on their case and offer support. If practical and emotional support is required, the Victim Bureau will carry out referrals to Victim Support.
- Victim Support receive an automatic data transfer of cases from Dorset Police on a daily basis.
- Victim Support carry out referrals to other specialist agencies if required.

Performance monitoring

- The Victim Bureau provides performance data to Dorset police on a monthly basis on all contact with victims and services provided. Victim Support provide performance data to Dorset OPCC on a monthly basis, in line with contract requirements.
- The Victim Bureau receives feedback from Victims through email, letter or phone call. Victim Support provides victims with an end of service questionnaire to gain feedback.

Dyfed Powys

Contract to end March 2024

Goleudy Victim and Witness Care

Goleudy Victim and Witness Care service brings together victim referral and witness care elements to provide personalised, emotional and practical support to those who experienced harm caused by crime.

Victim Hub Approach

- Goleudy leads the main service and provides support to victims of crime and high risk victims of anti-social behaviour.
- The service is integrated with Witness Care.
- Support is offered to all victims of crime, irrespective of whether they have reported the crime to police or not.
- The service consists of a Victim and Witness Care Manager, Victim and Witness Care Supervisor, Victim and Witness Care Support Officers, Complex Case Workers, and Volunteers.
- The service is co located with Witness Care, Hate Crime Service and Citizens Advice Service.
- Other specialist services, such as domestic abuse, sexual violence, substance misuse and mental health agencies work closely with the team with established referrals routes in and out.

Funding

- The victims' hub is funded through the PCC.
- The service costs £367,000 per annum.

Support

- The service accepts referrals from the police, Action Fraud, British Transport Police and self-referrals.
- Police officers undertake an initial assessment following a crime to identify the victims requirements under the Victims' Code of Practice. Enhanced victims

receive a phone call from the service and standard victims will be contacted through letter or text to offer support should it be required.

- Victims requiring support who have not reported a crime will be triaged and assessed by the victim care support officers to identify an appropriate care plan.
- The service provides a single point of contact for victims to support them in their journey throughout the criminal justice system and beyond.
- Services are tailored to meet the victim's needs. Victims and witnesses are supported through practical advice through telephone, text or email. Emotional support is provided through face-to-face meetings and home visits are also offered where appropriate.
- The service will signpost clients to other partnerships and agencies in the community where necessary.

Performance monitoring

- The lead service provider collects data and reports against its contracted KPIs on a quarterly basis.
- Exit surveys are completed with the victims once they leave the service. Victims also complete an outcome star self-assessment framework while the victims are still within the service which is also monitored.
- For victims who reported the crime, they may be contacted by the independent organisation undertaking Dyfed Powys Police's victim insights survey. This includes questions regarding the Goleudy service.

Gwent

Connect Gwent

Connect Gwent offer triage, referral and practical and emotional support to anyone effected by a crime. The hub sits internally within Gwent Police, and is composed of police teams, staff members and external providers.

Victim hub support

- The Connect Gwent hub is made up of multiple organisations to provide support to victims and witnesses of crime.
- The hub is currently made of the police staff Victim Care Unit, 1 larger contract which is provided through Victim Support, and 4 smaller grants which covers specialist areas including LGBTQA+, older persons, Children and Young People and mental health.
- The Victim Care Unit also provides some updates to victims in line with the victim codes of practice.
- The Witness Care Unit is also incorporated into the hub.
- The hub is located within the police building, however since COVID-19 agencies have taken to more flexible working practices.

Funding

- The grants and contracts for external providers are funded through the MoJ Victims Grant.
- The Victim Care Unit is mainly funded through the police force and receives contributions from the MoJ Victims Grant.

Support

- All victims of crime (with some exceptions for major crime) are automatically referred into the hub for assessment. Anyone effected by a crime can refer in independently whether they are engaged in the criminal justice system or not.
- Initial triage is carried out by a Police staff function. Staff will give victims all the information they require and assess their needs.

- Victims are triaged through a risk and need assessment, ensuring the correct referral pathway and tailored support plan is established.
- Police staff will refer victims to partners for emotion and practical support.
- The triage function is in-house, therefore there is no data transfer until onward referrals are made, where explicit consent is obtained.

Performance monitoring

- The Police element of the hub is monitored through victim satisfaction surveys and Victim Code of Practice compliance. Other partner agencies have set KPI's and data and information requirements that are monitored through quarterly performance reports and grant review meetings.
- Victim feedback is gathered through victim satisfaction surveys and survivor engagement.

Cambridgeshire

Cambridgeshire Victim and Witness Hub

Cambridgeshire Victim and Witness Hub delivers a universal 'report to court' support service to victims and witnesses of all crime. This in house constabulary led model delivers an integrated and co-ordinated service which supports victims and witnesses to navigate the criminal justice system.

Victim hub approach

- Cambridgeshire Victim and Witness Hub is an in-house Constabulary-led model based in the police estate.
- The Constabulary's 'Witness Care Unit' was integrated into the Hub in 2019. The Hub staff can support all crime types however high-risk domestic abuse victims, victims and survivors of rape and sexual violence and child victims of sexual abuse are offered support by the appropriate specialist services.
- The Hub is staffed by Victim and Witness Care Co-ordinators and a number of specialist posts offering support to victims of serious violence, modern slavery and human trafficking. The county's restorative justice service is also based in the Hub.
- A number of specialist support services are co-located at the Hub such as IDVAs, specialist mental health and wellbeing workers and a dedicated county-wide support service for young victims and witnesses of crime.

Funding

- The Hub is funded through the OPCC and Constabulary with an agreed service specification.

Support

- The Victim and Witness Hub is run by the Constabulary with a regular automatic data transfer populating the Hub's case management system with details of all victims of crime from the force's crime system and referrals into the Hub come directly from the police.

- Self-referrals are also accepted. There are official referral pathways from Action Fraud, British Transport Police and other victim support Hubs from surrounding areas.
- Victims are triaged by Hub managers on the information provided by using professional judgement. Victims of high-risk domestic abuse, rape, serious sexual violence and child abuse or exploitation are directly referred into specialist services by the police officers investigating their crime so Hub staff close these cases without contacting the victim.
- Following this initial triage, victims who have requested support or who through professional judgement are considered to be entitled to an enhanced service are contacted through the Hub and a detailed victim needs assessment is undertaken.
- The Hub offers telephone and face-to-face emotional and practical support based on the needs assessment.
- Onward referrals and supportive signposting are assisted by the Hub where appropriate.
- There are information and data sharing agreements in place with other service providers to ensure smooth referral pathways.
- The Hub staff manage the county's Victim and Witness Services website which acts as a single service directory.

Performance monitoring

- Performance of the Hub is monitored through monthly data which is collected by a bespoke case management system and shared with the OPCC. Detailed data is collected and shared with the OPCC every three months.

Hampshire and Isle of Wight

Victim Care Hub

Hampshire and the Isle of Wight have recently commissioned the new Victim Care Hub which went live in February 2024. The Victim Care Hub is one service provision, located within 4 Hubs across the police estate. The service is aligned to the Force Area Model, with Victim Care Hub staff and Victim Care Hub police staff working in partnership.

Victim hub approach

- The Victim Care Hub is a trauma-informed support provision with a network of services encompassing a referral mechanism and onwards support for victims of crime.
- The service is delivered by Victim Support.
- The service provider is the first point of contact with an on-going response and information service, providing non-specialist and specialist support.
- The service works alongside the police and specialist commissioned support services within Constabulary accommodation.
- The service is distributed within 4 hubs across the police estate. Victim Care Staff and Victim Care Hub police staff work alongside Criminal Justice Witness Care Units to provide support, including case information and updates, Special Measure applications and Victim Personal Statement.
- Police Victim Hub Officers are in-post and co-located within each Victim Care Hub location. Officers will align support and information provision for victims of crime, by working closely with the service provider, investigating officers, and specialist commissioned services.
- Specialist commissioned support services are invited to have a presence within the Victim Care Hub locations to provide an opportunity for a joined up aligned service provision and ensuring clear referral pathways.
- Commissioned services invited to have a presence in the Victim Care Hub include:
 - Independent Sexual Violence Advisors
 - Independent Domestic Abuse Advisors
 - Domestic Abuse Support Services

- Sexual Crime Therapeutic Counselling Service
- Frankie Worker Service
- Restorative Justice Service
- Stalking Advocacy and Support Service

Funding

- The service is commissioned by the PCC and funded through the MoJ Victims Funding.

Support

- Referrals are received from the police through an automated data transfer and there are data processing agreements in place.
- The hub also accepts referrals from any relevant organisation and self-referrals.
- Victims are contacted and offered support by text and email within 24 hours of receipt of the referral. For those entitled to receive enhanced support they also receive a telephone call within 24 hours.
- For those who accept the offer of support, contact and support is provided within 24 hours for those entitled to enhanced support, and 48 hours for all others
- Support will be given based on a needs assessment undertaken with the victim.
- The Victim Care Hub provides non-specialist and specialist support, including guidance through the criminal justice system.
- The Hub provides information and case updates to victims throughout their journey in the criminal justice system.
- Victim Care Officers will work with the victim to ensure that appropriate specialist support is accessed where necessary.
- Information sharing protocols are in place with other providers to allow information to be shared easily between partners to ensure smooth referral pathways.

Performance monitoring

- There are quarterly contract review meeting with the provider Area Manager and Operations Manager and OPCC Contract Manager. A performance framework is prepared for completion.
- There is a Victim Care Hub Partnership Governance Board in place.
- Feedback is received from victims at the end of support through a survey.

Hertfordshire

Beacon

Beacon is a collaborated victim care centre incorporating police staff and commissioned victim services providers. For reported crime, police staff initiate contact with victims advising rights and entitlements under the victims code of practice and the services available to support them. Catch22 provides a case management service supporting victims through the Criminal Justice System. Catch22 also provides confidential support for those victims who are unable or unwilling to report a crime. Police staff and Catch22 staff work closely together to support victims of all crime and are co-located within the hub.

Victim hub approach

- Beacon is composed of both police staff, which makes up the Victim Service Team, as well as Case Managers provided by Catch22. The two teams are co-located together within the hub.
- The Hub is located at the site of the police headquarters, and there is a Beacon 'clinic' that takes place across various venues including Citizens Advice Bureau and University.
- The service supports all victims of crime. It also includes the Beacon Safeguarding Hub and the Beacon Family Hub.
- The Beacon team includes specialist fraud advisors and all case managers are trained as Restorative Justice facilitators.
- A separate 'one front door' Domestic Abuse Helpline, which conducts initial risk and needs assessments is provided by OneYMCA.

Funding

- The Victim Funding Team is funded by the Hertfordshire Constabulary which includes 23 FTE staff.
- Catch22 are funded by the PCC through the MoJ Victim Services grant.
- Additional funding is provided through Hertfordshire County Council.

Support

- Referrals into the service come directly from the police force.

- Self-referrals are contacted directly by Catch22, who offer victims a direct service.
- Police staff carry out an initial needs assessment and offer victims a Case Manager where required.
- Case Managers carry out a detailed victim needs assessment.
- The service offers advocacy, emotional support, practical support, information and assistance.
- Catch22 also manages peer support groups to facilitate victim recovery.
- Beacon staff will refer victims onto specialist services where required.
- The hub has developed the Herts Beacon Assist app, which is designed to support victims and connect them with a Beacon support worker.

Performance monitoring

- Performance monitoring meetings with Catch22 are held monthly and extensive data is collected by the provider.
- Catch22 provide quarterly performance reports to the OPCC which includes in-depth data and information on the service's performance.

Kent

Compass House

Compass House provides a place for victim services to co-locate in a space where they can maintain their independence as separate organisations, while enabling providers to work with each other in a shared facility.

Victim hub approach

- The victim hub is a co-located model which houses PCC commissioned victim services. This is provided free of charge by the PCC.
- The building includes counselling rooms, live link suites, training rooms, and hot desk facilities allowing other victim services to meet clients within the hub.
- There is a focus on maintaining the independence of support services that co-locate. Services work alongside the criminal justice system but remain independent from it by providing impartial advice and support.
- Victim Support offer a multi-crime service within the hub, which offers initial triage of victims that are referred for support and onward referral to their community team if further support needs are identified. They also provide the initial triage and referral service for DA victims as part of the integrated DA service in Kent.
- There is a focus within the hub on how Victim Support integrates with other specialist providers and there are referral pathways to these providers.
- Other services incorporated into the hub include: ISVA service, Restorative Justice service, Kent Police Victims Witness Care Unit and Witness Service. Other support providers such as DA Services and Counselling Services hot desk and utilise the support rooms for meeting clients.

Funding

- The hub is commissioned by the PCC and funded through the Victim Services Grant from the MOJ.

Support

- There is an implied consent model taken within the hub, victims that report to Kent Police are automatically referred to Victim Support, unless there is a specific reason for a referral not to be made e.g. certain crime types or the victim opts out.
- Every 24 hours a data transfer from Kent to Police to Victim Support takes place, which allows the Triage Engagement Team to provide initial contact to victims either by telephone, email, text or letter to offer practical and emotional support.
- If additional needs are identified by the triage team, they are transferred to the Community Based team who manage ongoing support needs.
- There is also an integrated system for domestic abuse victims to allow a seamless pathway. The hub provides initial support and triage for domestic abuse victims, which is funded by the local authority, which links into the community-based provision for domestic abuse.

Performance monitoring

- There is contract management of all commissioned services ensuring all providers are working towards the same outcomes. Newly commissioned services report back monthly on performance and all other serviced complete quarterly returns to the OPCC. There are also regular contract management meeting processes.
- All services send out satisfaction surveys to receive feedback from victims at the end of their journey with the service.

Lancashire

Lancashire Victim Services

Lancashire Victim Services offer an integrated service with a single point of access for all victims of crime. The service provides support to all victims of crime, regardless of whether they have reported to the police, through emotional and practical support.

Victim Hub approach

- The service is delivered by Victim Support and they provide all elements of the service.
- The service acts as a single point of access for victims and provides support for all crime types.
- The service provides one-off, short- and long-term advice and support to all victims.
- The integrated system allows a seamless pathway and one front door for all victims of crime.
- Specialist support is provided through the service including hate crime, domestic abuse and sexual violence.

Funding

- The service costs £2,400,000 per annum.
- The service is funded through MoJ Victims Grant, with contributions from NHS England, Local Authority and the Commissioner's core budget.

Support

- All victims from the police are transferred daily to the service through an automatic data transfer system.
- The service accepts self-referrals and referrals from other external agencies.
- The triage team makes initial contact with the victim.
- Victims that are flagged at risk for domestic abuse and sexual violence are triaged by the relevant team and are allocated to an IDVA/ISVA as required.

- Information, emotional and practical support is provided by Victim Support staff.
- Support is provided face-to-face, by phone and online.
- Support hubs are dispersed across Lancashire to ensure all areas can easily access support.

Performance monitoring

- Victim Support completes quarterly returns detailing referrals, engagement rates, demographics, IDVA and ISVA caseloads, waiting lists and service outcomes.
- Victim satisfaction surveys are carried out with clients upon their exit of the service.

Lincolnshire

Victim Lincs

Victim Lincs is a central service where victims can access information and support from specialist services. This is an in-house service made up of OPCC staff that are specifically employed as victim case officers and have a separate office to the OPCC.

Victim hub approach

- The service provides free, confidential advice and guidance to victims of crime and can be accessed by anyone living in Lincolnshire.
- Victim Lincs is independent from the police, therefore can offer advice and make referrals to specialist support services for those victims of crime who do not wish to report to the police.
- The service works closely with specialist support services with agreed referral pathways in place.
- The Victim Lincs team is composed of OPCC staff who are specifically employed as victim case officers. The service is an in-house service and has a separate office to the OPCC.
- The model can provide victims with multiple referrals from a single source, with each service having an awareness of other services providing support. This avoids victims having to repeat their story.

Funding

- The service is predominantly funded from the MoJ Victims Grant with a top up provided from the PCC's budget.

Support

- The majority of referrals are from the police, when a victim has consented to their details being shared with support services.
- There is an information sharing agreement in place between Victim Lincs and the police. Victim Lincs have their own case management system which automatically receives referrals via the police system (Niche). The police cannot access the Victim Lincs case management system.

- The service also receives self-referrals and accepts referrals from other relevant agencies.
- A team of case officers triage referrals and make contact with victims within two working days of receipt. Service staff complete a detailed needs assessment and make onward referrals to the most appropriate specialist services, ensuring the victim is provided with an informed choice of which service they wish to access.
- The team includes a Sexual Violence Co-ordinator who provides an enhanced service to victims of sexual violence.
- Victims are communicated with via their preferred means of contact. The service has access to translation services when English is not the victim's first language.
- The majority of onward referrals made by Victim Lincs are made to services commissioned by the PCC.

Performance monitoring

- The service is managed through the OPCC as well as the contracts for the other commissioned services. Performance data is received on a monthly basis from Victim Lincs and commissioned services. This allows a picture of data and demands across the service provision in Lincolnshire.
- During their time with the service, victims are asked if they will consent to a survey to receive further feedback on their experience with the service.
- Victim Lincs is independently accredited and has been awarded with the Victims Choice Quality Mark.

Merseyside

Victim Care Merseyside

Victim Care Merseyside is a package of support and help for victims of crime and is designed to help all victims living in Merseyside to cope and recover in the aftermath of a crime. The hub is delivered by Merseyside Police and is ring-fenced as an independent organisation.

Victims' hub approach

- Merseyside Police are the lead provider of the hub, with Victim Care Merseyside operating as an independent unit. The service is a standalone hub in order to provide independence of care to victims.
- Hub staff sign a non-disclosure agreement, ensuring that victim's case information is not shared outside of the unit, unless a safeguarding risk exists.
- The Hub's Case Management System is bespoke and ringfenced to the unit, with direct access to Merseyside crime data and integrated with the Merseyside Police data warehouse.
- Hub staff reside in Merseyside Police Headquarters.
- The hub consists of 1 manager, 2 team leaders, and 12 Victim Care Officers (VCO).
- The hub service is not a specialist provider and does not receive direct referrals for domestic abuse or sexual violence crimes, for example, but may receive self-referrals for these crime types. The hub is intended to support non-specialist victims (volume crime), such as burglary, fraud, or violent crime.

Funding

- The hub is funded by the PCC through the MoJ Victim Services Grant.
- The hub costs £615,000 per annum and employs 15 FTE staff.

Support

- Automated processes in place between Merseyside Police and the VCM hub ensure victims eligible for VCM hub support receive information regarding hub services by text / email 24 hours after a crime is recorded.

- Police officers can highlight vulnerable victims, ensuring hub staff prioritise them for proactive contact.
- Victims can self-refer via website or freephone number. Referrals are accepted from other agencies and victim care providers.
- Self-referrals and referrals from police and other agencies/providers are responded to within 48 working hours.
- Cases are prioritised for support when vulnerability factors are identified by the automated case management system process. In the first full year of operation (2022/23), 37,107 victims received an offer of support via automated processes.
- Hub staff provide victims with practical advice and support, regardless of the crime type.
- The Victim Care Officer will provide immediate care for specialist crime self-referrals and will agree with the victim for the case to be referred on to specialist support where this is appropriate.
- Hub staff work proactively, making direct contact with a further offer of support to some victims, using bespoke reports and filters to identify risk factors such as age, crime type and repeat victimisation to prioritise the most vulnerable.
- Hub staff act as a single point of contact for victims and provides confidential advice and support. The hub offers tailored emotional and practical support to meet victim's needs.
- The PCC commissions 10 separate victim services which operate under the Victim Care Merseyside umbrella. Each service has their own data sharing arrangements but operate on a consent basis.

Performance monitoring

- Victim Care Merseyside collects and monitors data of its service which automates performance reports from the Merseyside Police data warehouse.
- Merseyside PCC governs the delivery of the hub via the Victim Programme Board. Members include senior Merseyside Police officers and staff, and Independent Scrutiny Advisors, which allows independent scrutiny of victim strategies.

- Victims who come into contact with the service are encouraged to provide feedback on the hub through its website.
- Anonymised case studies are provided to the PCC on a quarterly basis and are presented to the PCC in the Victim Programme Board alongside volume and demographic data.

North Wales

Victim Help Centre

The Victim Help Centre provides support to all victims of crime in support of the victims code. The model is delivered by Victim Support as the lead provider, delivering independent support to victims of crime.

Victim hub approach

- Victim Support is the lead provider of the service which delivers support to all victims of crime.
- The Victim Help Centre is co-located and based within a police building and the service has access to the police Record Management System.
- There are a number of specialist caseworkers within the centre, which includes Mental Health, Fraud, Modern Day Slavery and Children and Young People.
- The Wales Hate Support Centre is directly aligned with the work of the Victim Help Centre, providing support to victims of Hate Crime in North Wales through dedicated caseworkers and a 24/ helpline funded by the Welsh Government
- There are also generic caseworkers and volunteers that work within the centre.

Funding

- The Victim Help Centre costs £500,000 per annum.
- The service is funded mainly through the MoJ Victims Funding.

Support

- Police refer data into the service through the Record Management System.
- The centre also accepts self-referrals.
- The centre provides victims with practical and emotion support, the service will also support victims in referring them to other specialist agencies if required.

- There are specific referral pathways in place for victims for specialist support, including the Regional IDVA service and Rape Support.

Performance monitoring

- Performance monitoring is embedded within quarterly contract meetings and during each quarter the service provides data and a narrative report with updates on the finance of the contract.
- Victims' panels are held on a regular basis to directly engage with victims and receive feedback, along with questionnaires for victims to complete.

North Yorkshire

Supporting Victims

Supporting Victims is an in-house PFCC employed hub, which offers support to those affected by crime. The hub provides immediate practical and emotional advice over the phone, referral to specialist commissioned services and signposting to other support organisations.

Victim hub approach

- The Supporting Victims hub was brought in-house in 2016 into the OPFCC.
- The hub supports all victims of crime.
- Automatic referral currently excludes domestic & sexual abuse victims as the police refer cases directly to the specialist commissioned domestic/sexual provider.
- There are currently 6.6 FTE Victim Care Co-ordinators and 1 FTE Team Leader within the hub.
- The hub is co-located alongside the Witness Care Unit within a North Yorkshire Police building.
- The team also acts as an Independent Hate Crime Reporting Centre for North Yorkshire.

Funding

- The hub costs £250,000 per annum.
- The hub is funded by the PFCC budget.

Support

- Victims are automatically referred from the police data base, for all crimes within 24 hours of being recorded. This data is transferred to the Supporting Victims Case Management System. The exception to this process is victims of domestic and sexual abuse, as these cases are referred to specialist providers separately.
- Victim data is shared with Supporting Victims regardless of explicit consent. This is in accordance with GDPR (Public Task), the Victims Code of Practice and

ICO, as it is in the public's interest to share victim data to meet the obligations of the police to support victims.

- Referrals are also accepted from other external agencies and self-referrals (regardless of whether crime has been reported to the police).
- Victims may be flagged with enhanced entitlements, these categories include vulnerable, intimidated and persistently targeted. Those that fall within these categories will receive priority support from the hub and will be contacted directly by telephone.
- All other victims of crime will be contacted by letter, text, or email to inform them of the support available and enable them to opt in at any time.
- Victims are contacted by a Specialist Victim Care Coordinator and are asked about how they have been affected by the crime to identify appropriate support.
- Victims are offered a range of immediate practical and emotional support over the phone.
- If additional support needs are identified, victims are offered a basic needs assessment by the Victim Care Coordinator.
- If victims require further support from a specialist commissioned service, explicit consent is requested.

Performance monitoring

- All data is collected on the in-house Case Management system which is analysed to manage team performance on a monthly basis. The data is also used to collate MoJ returns every 6 months.
- Feedback from victims is received through survey sent out to victims who have had direct contact with the service.

Northamptonshire

Voice for Victims and Witnesses

Voice for Victims and Witnesses is an in-house department of the OPFCC. The hub brings together integrated offers for general crime and specialist service provision along with witness care support, aiming to support victims and witnesses to recover from the impacts of crime.

Victims hub approach

- The hub has recently moved to become an in-house department of the OPFCC after being a Limited company owned by the OPFCC. The service is not commissioned as it is an in-house model.
- The service aims to ensure victims only have to tell their story once and that they are supported into the right service in the county.
- Voice is a joint data controller with Northampton police and receive all reported crime to the service through a daily data transfer.
- The hub building houses face-to-face victim and witness consultation rooms, Achieving Best Evidence suite, live links suite, and an office space for Voice staff. The hub is co-located with Northamptonshire Rape Crisis which has a female only space which can be used by both Rape Crisis and Voice.
- Voice provides services for general victims of crime, an IDVA/MARAC service, ISVA services, a road harm service, ASB victims, victims of serious fires, restorative justice services and a children and young people's service.
- The pathways of support also include those provided by the specialist sector that are not incorporated within the hub, therefore there are good working arrangements in place to ensure victims and witnesses get the right support from the right service.

Funding

- The hub has moved in-house within the OPFCC. It is funded by MoJ and the OPFCC and is also has a partnership funded IDVA service embedded as a part of the model.
- The hub costs £1,489,000 per annum.

Support

- Victims are transferred from the police to the hub daily through the daily data transfer.
- Self-referrals and agencies referrals are also accepted.
- The hub contacts all victims on behalf of Voice and Northamptonshire police offering support.
- If victims accept support, Voice staff undertake a needs assessment to determine what level of support is required and which department of Voice the case is assigned to.
- Those that do not accept support are given information about who to contact should they change their minds.
- Victims are provided with practical and emotional support, and they are provided with information to ease their journey through the criminal justice system.
- The hub supports the victim through referrals to external support services where required.

Performance monitoring

- There is a performance framework for the service and this is reviewed on a monthly basis by the Voice management team and it is also reviewed quarterly by the OPFCC Management Board.
- Feedback is received from victims at several point during their support journey and exit surveys are conducted upon completion of the service.
- Focus groups are also held with victims and case studies are collected with permission from the individual.
- Voice for Victims and Witnesses has received the Supporting Justice Victims Quality mark and was independently reviewed by Lime Culture.

Surrey

Victim and Witness Care Units

Surrey's Victim and Witness Care Unit provides an in-house victim support service and an integrated witness care unit. The service provides end to end support for victims of crime and supports victims from initial contact to court proceedings and beyond.

Victims' hub approach

- Surrey's Victim and Witness Care Unit is an in-house service which is provided by Surrey Police and located within Guildford Police Station.
- The service is integrated with the Witness Care Unit.
- All victims of crime are offered support through the service, Surrey Police automatically transfer victims of crime to the unit after a crime is reported.
- The integrated service allows support staff to bypass any data transfer issues and allows direct access to conversations with the investigator.

Funding

- The service is commissioned by the PCC and is jointly funded by the PCC and Surrey Police through the MoJ Victim Core Grant and the Witness Care Unit funding.
- The service costs £1,300,000 per annum, £640,000 of which comes from the PCC.

Support

- As the data controller, Surrey Police automatically refer victims after a crime is reported.
- Self-referrals are also accepted.
- The unit will proactively contact all victims of crime, method of contact is based on crime type, need and vulnerability.
- There is no triage of cases within the service, instead the victim is automatically assigned to a case worker if support needs are identified, and the individual accepts support from the service. As well as generalist case

workers the unit also has dedicated case workers for fraud, non-intimate stalking and children and young people.

- Victims can be referred back into the service at any time if they have initially declined support, and there are multiple points in the victim journey where the OIC can re-offer the service (sometimes support needs are not initially realised or identified by the victim themselves).
- The service provides support to victims and witnesses by keeping them informed on their case and attendance at court, post first hearing, where a 'not guilty' plea has been entered.
- Staff support victims through offering practical advice and emotional support, by telephone, video and face to face sessions, led by the victim's wishes.
- The service has close working relationships with other criminal justice agencies, departments, and charitable organisations.
- If onward referrals are required for support, further consent is obtained from the victim and the service will signpost victims towards other specialist services.

Performance monitoring

- Performance data of the service is collected monthly and is reviewed at the OPCC's quarterly governance board. This includes victims' distance travelled for the following metrics; feeling informed, their health and wellbeing, feeling of safety and their financial situation (for victims of fraud).
- The Unit have recently introduced a new internal performance product to capture compliance with VCOP as part of the monthly performance dip checking process.
- Feedback from victims is gained through various methods, such as through SMS and email, satisfaction surveys, and by learning from letters of complaints and thanks.

Sussex

Victim Hub

The Sussex Victim Hub allows multi-agency review of crimes and provides victims with a single point of contact from a lead agency, offering a central point of contact for support services in Sussex. The hub model is police led, and the lead commissioned multi-crime service is provided by Victim Support.

Victim hub approach

- Sussex Victim Hub is led by Sussex Police.
- Sussex police refer victims into the hub, and the hub acts as a central point of contact for support services and allows victims to be provided with a single point of contact from the most appropriate agency as required.
- Victim Support play a major role in the hub as they are commissioned to provide a pan-Sussex multi-crime service.
- There are multiple specialist agencies incorporated into the model, and the hub signposts victims to specialist agencies as appropriate.
- The hub is made up of 8 staff members and a Detective Inspector.
- The majority of Victim Hub staff work remotely from home, and some are posted to local Multi-Agency Safeguarding Hubs, where they may attend for work if required. Victim Hub and Victim Support utilise technology to work together remotely.
- The hub works closely with the support agencies that are incorporated into the hub. Hub meetings are held weekly, one in each local authority area. These are all attended by Victim Support and Victim Hub staff.
- The Victim Hub will assess and refer for all crime types where there is a vulnerability marker attached. This would include all hate crime, domestic abuse, children and young people, and victims aged over 60. The majority of cases are referred to Victim Support, or where there is more specialist support required to other relevant services.

Funding

- The hub was initially funded as a pilot through the OPCC, but is now fully funded and resourced by Sussex Police. The OPCC fund the multi-crime service delivered by Victim Support and other agencies that attend the hub meetings.

Support

- Referrals come directly from the police into the hub.
- Referrals are also accepted from any of the services incorporated into the hub model.
- Sussex Police complete referrals based on the knowledge of the services criterion.
- The hub facilitates multi-agency reviews and triage of cases to ensure victims of crime receive the appropriate level of support.
- Cases that fall into multiple services are presented in a multi-agency meeting to agree one lead service provider.
- Victim Support offer different support for different cases as part of the Multi-Crime Victim Services contract with the OPCC. They have a multi-crime, DA, hate crime, fraud and a child and young person team.
- If a victim requires specialist support, this will be flagged within the multi-agency review and the case will be referred to a specialist service within the hub.

Performance monitoring

- Victim Support will report back to the Victim Hub the number of rejected referrals and the reason for rejection. Day to day this is monitored by the Victim Hub Police Sergeant, whose role includes addressing problems with process and/or data quality.
- The OPCC lead quarterly monitoring meetings with Victim Support in relation to the Multi-Crime Contract, where any Victim Hub risks and issues are also discussed. This is necessary as the efficiency and effectiveness of the hub has a direct impact on the delivery of the Multi-Crime Contract. The hub Detective Inspector also attends these monitoring meetings.

Thames Valley

Victim First Hub

The Victims First Hub aims to provide victims with one front door to access support. The hub offers victims the support they need to cope and build resilience to move forward with daily life following the impact of a crime.

Victim hub approach

- The Victim First Hub offers one direct route for victims of crime to access support to enable them to move forward with their lives.
- In 2024 the hub will be moving to an automatic referral model from Thames Valley Police. All victims of crime are placed into a triage system based on enhancement of cases.
- Once victims receive an assessment there are a number of agencies that the Hub may refer victims to within the model, depending on need and/or in-house support is also possible. Referral options include:
 - Thames Valley Children and Young People Service
 - Thames Valley Adult Victims Service
 - Thames Valley Sexual Violence Service
 - Victims First Counselling Service
 - Dedicated Victims First online wellbeing support
 - Thames Valley Stalking Service
 - Local Domestic abuse services
 - Local Sexual Violence Services
 - Local Counselling services
- The hub is co-located with the Witness Care Unit.

Funding

- The hub is commissioned by the PCC and funded through the Ministry of Justice's Victims' Grant.

Support

- Victims are contacted by hub staff and offered a needs assessment. If victims are not successfully contacted, they will receive an email, letter or text with details on how to contact the hub and access support.
- Once the assessment has taken place a support plan is developed. This plan can include referrals into a commissioned service, referrals to the counselling service, or in-house support.
- The hub has a Victims First Service Directory to ensure there are referrals pathways put in place to a range of services. Pathway events are also held to ensure all services are aware of the support available to victims within the area.

Performance monitoring

- The Hub is monitored and performance managed via quarterly meetings and a regular management oversight process within the OPCC. The OPCC Internal Audit function also carries out regular audits on the processes and delivery within the Hub.
- Support services within the hub are monitored through quarterly contract and grant monitoring meetings. There are a number of performance metrics in place including: referral source data, reduced risk, increased sense of safety and wellbeing.
- The OPCC, including the Hub, carry out victim engagement surveys and events to gather feedback, as well as using case studies from the services to provide an understanding of the service and support received from the hub. Surveying of victims is also provided from Thames Valley Police.

Wiltshire and Swindon

Horizon Victim and Witness Care Hub

Horizon Victim and Witness Care Hub offers end-to-end support to victims and witnesses of crime. This aims to provide a seamless pathway for victims and witnesses navigating the criminal justice system.

Victim hub approach

- Horizon offers a combined offer of support and guidance to victims and witnesses. The model is designed to be tailored to the victims individual needs by considering vulnerabilities, intimidation, and serious crimes.
- Horizon is a telephone service only. The service ascertains victims needs in a supportive way, and forwards individuals onto key commissioned services.
- The service is led by Wiltshire and Swindon Police.
- The Witness Care Unit incorporated into the support model.
- Horizon is co-located with the restorative justice and advocacy service.

Funding

- The hub is funded by Wiltshire and Swindon PCC.

Support

- Police and other agencies are able to refer into Horizon, including self-referrals.
- The hub uses the crime recording system to automatically capture victims who are eligible to receive an enhanced service.
- A Horizon Victim Liaison Officer acts as a single point of contact and carries out a needs assessment to enable suitable signposting to support services available.
- The Victim Liaison Officer takes responsibility for trails and coordinating victims and witnesses in preparation for court.

- The service signposts victims toward other key commissioned services. There are information sharing agreements in place between the service and providers to ensure a smooth referral pathway.

Performance monitoring

- Performance data is gathered as a part of the MoJ return.

APPENDICES

APPENDIX A: List of Victim Hubs

Force Area	Victim Hub
Avon and Somerset	Lighthouse Victim Care Support Services
Bedfordshire	Bedfordshire Victim Care Service
Dorset	Victim Bureau
Dyfed Powys	Goleudy Victim and Witness Care
Gwent	Connect Gwent
Cambridgeshire	Cambridgeshire Victim and Witness Hub
Hampshire and Isle of Wight	Victim Care Hub
Hertfordshire	Beacon
Kent	Compass House
Lancashire	Lancashire Victim Services
Lincolnshire	Victim Lincs
Merseyside	Victim Care Merseyside
North Wales	Victim Help Centre
North Yorkshire	Supporting Victims
Northamptonshire	Voice for Victims and Witnesses
Surrey	Victim and Witness Care Units
Sussex	Victim Hub
Thames Valley	Victim First Hub
Wiltshire	Horizon

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The APCC provides support to all Police and Crime Commissioners and policing governance bodies in England and Wales.

