

## Warwickshire Police and Crime Panel

20<sup>th</sup> June 2014

### Appointment of Sub-Panels

#### Recommendations

That the Warwickshire Police and Crime Panel:

- 1) Considers the update on the Planning and Performance Working Group;
- 2) Approves the proposed Scoping Document for the Victims' Services Task and Finish Group; and
- 3) Appoints members of the Panel to the Victim Services Commissioning Task and Finish Group and selects the date for the first meeting.

#### 1.0 Summary

1.1 At its meeting on 18<sup>th</sup> March 2014, the Police and Crime Panel considered the appointment of Sub-Panels to undertake more detailed and, where necessary, 'proactive' scrutiny work in order focus on issues of priority to both the local area and the Police and Crime Commissioner. At that meeting, members agreed to:

- a) Appoint a Planning and Performance Working Group; and
- b) Request that the scoping document for the proposed Task and Finish Group to review the commissioning Victims Services be drafted.

1.2 This report provides the Panel with an update on each of the above requests and seeks the Panel's approval in order to progress to the next stage of activity.

#### 2.0 Planning and Performance Working Group

2.1 The Working Group has been established on a permanent basis, to meet quarterly to review performance and risk monitoring reports against the Police and Crime Commissioner's priorities, as outlined in the Police and Crime Plan 2013-17.

2.2 It is recommended that the first meeting of the Working Group be scheduled for July 2014, at which members will help to shape the performance measures for the monitoring of the Commissioner and the delivery of priorities in the

Police and Crime Plan 2013-17. This will be based on the draft Accountability Framework (attached at **Appendix A**) which demonstrates the link between the Commissioner's statutory responsibilities and the statutory powers of the Police and Crime Panel. This document will also help to shape the Terms of Reference of the Working Group, which will also be drafted at the first meeting.

2.3 The current membership of the Planning and Performance Working Group is Councillor June Tandy, Councillor Peter Fowler, Bob Malloy and Robin Verso (agreed 18<sup>th</sup> March 2014). It is suggested that the first meeting of the Working Group be scheduled for July 2014.

### 3.0 Victims' Services Task and Finish Group

3.1 This would be a time-limited review to focus on the views and experiences of victims of crime in relation to existing support and what support is required going forward. The review will identify the priorities, gaps and best practice of service provision in Warwickshire.

3.2 A copy of the draft scoping document which outlines the rationale and objectives for the review is attached at **Appendix B**. Because the review will need to be completed by September, it is recommended that a date for the first meeting be agreed in order to make a prompt start. The proposed dates for the first meeting of the Task and Finish Group are:

- Monday 30<sup>th</sup> June – pm
- Tuesday 1<sup>st</sup> July – pm
- Thursday 3<sup>rd</sup> July – pm

3.3 The Panel is asked to approve the scoping document, appoint members to the Task and Finish Group and select the date for the first meeting.

## Appendices

Appendix A – Draft Accountability Framework

Appendix B – Victims' Services Task and Finish Group – draft scoping document

	Name	Contact details
<b>Report Author</b>	Georgina Atkinson	<a href="mailto:georginaatkinson@warwickshire.gov.uk">georginaatkinson@warwickshire.gov.uk</a>
<b>Head of Service</b>	Sarah Duxbury	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
<b>Strategic Director</b>	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
<b>Portfolio Holder</b>	Councillor Kam Kaur	<a href="mailto:cllrkamkaur@warwickshire.gov.uk">cllrkamkaur@warwickshire.gov.uk</a>

**Warwickshire Police and Crime Panel – Accountability Framework****Police and Crime Commissioner – Statutory Functions**

- To secure the maintenance of an efficient and effective police force for the area – Police Reform and Social Responsibility Act 2011, Section 1(6)
- To hold the chief constable to account for the exercise of the chief constables functions and those under the direction and control of the chief constable – Police Reform and Social Responsibility Act 2011, Section 1(7)
- To cooperate with local community safety partners to achieve the objectives of the police and crime plan and to work with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy in the force area – Police Reform and Social Responsibility Act 2011, Section 10, section 88 and Schedule 11

**Police and Crime Panel – Overarching Statutory Functions**

The overall role of the Panel is to hold the Police and Crime Commissioner to account, promote openness in the transaction of police business and support the Police and Crime Commissioner in the effective exercise of his/her functions.

Specific statutory roles include:

- To review the PCC's proposed budget/precept; Police and Crime Plan and Annual Report.
- To review proposals put forward by the Commissioner for senior appointments or dismissals including that of the Chief Constable through holding confirmation or scrutiny hearings.
- To offer informal resolution of complaints about the conduct of the Commissioner and Deputy Commissioner. The Panel has delegated the initial handling of such complaints to the Chief Executive of the Office of the PCC.

## Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
1.	<p>To issue a Police and Crime Plan. The PCC must consult the chief officer and have regard to the Panel in making or varying the plan.</p> <p>The Plan must set out the PCC's objectives, details of grants to partners, resources the chief officer will be given and how he will be held to account/measured.</p> <p>The Plan must have regard to the Strategic Policing Requirement (SPR).</p> <p>(PRSRA S5,7 and 8)</p>	<p>To review the draft plan including any draft variation and make report or recommendation on the draft to the PCC.</p> <p>To hold the PCC to account for delivering the Warwickshire Police and Crime Plan.</p> <p>To help the PCC deliver the Strategic Policing Requirement, reflecting local circumstances.</p>	<p>PCP must receive draft plan and any proposed updates and review and report to PCC.</p> <p>PCP to assist the PCC in developing the plan by making suggestions:</p> <ul style="list-style-type: none"> <li>• for inclusions /amendments to the plan;</li> <li>• of ways of helping PCC achieve objectives;</li> <li>• supporting the development of a performance framework.</li> </ul> <p>Ensuring the PCC takes appropriate action to meet the Plan's priorities.</p> <p>Helping the PCC bring together information on policing and community safety issues.</p> <p>PCP to develop understanding how the SPR affects the services delivered in Warwickshire, including the resources committed to meet the SPR.</p>	<p>Police and Crime Panel to receive updates on the Police and Crime Plan.</p> <p>Planning and Performance Working Group to monitor the delivery and performance against the Plan's priorities and any associated risks.</p>	<ul style="list-style-type: none"> <li>• Quarterly performance reports (what actions taken and how relate to the plan priorities)</li> <li>• Information from selected meetings between PCC and Chief Constable.</li> <li>• Information from iQuanta (for Stats), HMIC and local partnerships.</li> <li>• Strategic Assessments for each CSP (prepared by the Observatory)</li> </ul>
2.	<p>The PCC holds the police fund and other grants. The PCC must set the policing precept and consult PCP.</p> <p>PRSRA S17-27</p> <p>Schedule 5 LG&amp;Finance Act</p>	<p>To review proposals of the PCC for the precept and to report and make recommendations.</p> <p>The PCP has power of veto. Statutory process and timetable.</p>	<p>PCP considers precept with supporting budget proposals (annually).</p> <p>PCP to develop understanding of the budget and underlying funding assumptions and how link to Police and Crime Plan priorities.</p>	<p>Police and Crime Panel – annual budget precept meeting</p> <p>Budget Working Group – quarterly budget monitoring</p>	<ul style="list-style-type: none"> <li>• Budget information</li> <li>• Quarterly performance reports.</li> <li>• Information from selected meetings between PCC and Chief Constable</li> <li>• Reports from HMIC and the Independent Audit Committee.</li> <li>• Information about partners spending.</li> </ul>

Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
		To help the PCC use the Force's resources to meet the priorities of Warwickshire's residents.	To ensure the PCC is monitoring the use of the Force's resources to meet the priorities of Warwickshire's residents.		
3.	The PCC must obtain the views of local people and victims of crime before the policing and crime plan is issued and before precept is set.	To ensure appropriate public consultation.	PCP to consider and assist in development of the PCC's Public Engagement Strategy and Delivery Plan.	Police and Crime Panel to receive updates on the Delivery Plan.	<ul style="list-style-type: none"> <li>• Feedback from PCC consultation activities</li> <li>• Information on how consultation has influenced priorities and any actions of PCC</li> <li>• Outcome of review of Strategy</li> </ul>
4.	<p>The PCC must publish information about their performance and that of the chief constable and material required by the Specified Information Order (PRsRA S11(2))</p> <p>This includes statutory requirement to issue an annual report to PCP and to provide the information to Panel it needs to carry out its function.</p>	<p>To receive and review annual Report.</p> <p>To receive performance and other information (subject to some exemptions)</p>	PCP to review the Annual Report of the PCC and report to the PCC.	<p>Police and Crime Panel to consider and issue a formal response to the Annual Report.</p> <p>Planning &amp; Performance Working Group to consider relevant performance information and risk assessments.</p>	<ul style="list-style-type: none"> <li>• Annual Report of PCC (normally in June)</li> <li>• Quarterly performance reports</li> <li>• Information from selected meetings between PCC and Chief Constable.</li> <li>• Information from iQuanta (for Stats), HMIC and local partnerships.</li> </ul>
5.	<p>To commission Community Safety services (applying grant fund).</p> <p>To cooperate with local</p>	To ensure the PCC develops a commissioning framework that delivers community outcomes and	PCP to understand how Community Safety Grants are awarded, the criteria, decision-making process and the monitoring of expenditure.	Police and Crime Panel to receive annual update.	<ul style="list-style-type: none"> <li>• Details of Community Funding priorities and grants</li> <li>• Criteria for applying grants and planned outcomes and</li> </ul>

## Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
	community safety partners to achieve the objectives of the plan.	value.  To ensure effective engagement with CSPs and Crime and Disorder Committees (WCC Communities O&S).	PCP will require information on how the PCC is aligning his priorities with those of Community Safety Partnerships and councils.		performance measures <ul style="list-style-type: none"> <li>Monitoring of outcomes</li> <li>Lessons, models and evidence from elsewhere.</li> <li>Summary of issues raised by the CSPs and partners and actions taken.</li> </ul>
6.	To work with criminal justice bodies to make arrangements for efficient transaction of criminal justice policy in the force area.	To input into consultation on arrangements and provide feedback to PCC on criminal justice issues.	PCP to respond to proposals (nationally or from PCC) that impact on local criminal justice system.  To receive reports from PCC on proposals and actions.	Police & Crime Panel to consider and possible undertake own assessment.	<ul style="list-style-type: none"> <li>PCC report on any responses to consultations or actions in relation to criminal justice policy and arrangements.</li> <li>Any consultation documents.</li> </ul>
7.	To make decisions and take actions.	To review or scrutinise decisions made or other action by the PCC in discharge of his functions	Panel to receive regular reports on decisions and to monitor how these link to the PCC objectives and priorities.	Police and Crime Panel to receive regular updates.	<ul style="list-style-type: none"> <li>PCC regular report to Panel meetings.</li> </ul>
8.	<i>To work with public body partners –including WCC’s Health and Well Being Board,</i>	Supports the PCC in linking priorities and work of PCC with those of local councils (through Leaders, Chief Executives and bodies such as the HWBB)	Helping the PCC and Councils understand how the costs and benefits of tackling crime and disorder accrue to local authorities, businesses, the police and other public authorities.  Advising Council Leaders and Chief Executives on the local implications of national policing issues.  Identifying, and securing support, for collective solutions to issues of	Police and Crime Panel to consider.	PCC report to Panel meetings.

## Warwickshire Police and Crime Panel – Accountability Framework

PCC Statutory Responsibilities		PCP Powers	What this means in practice	Delivery Body	Information Sources
			common interest or concern		
9.	To take part in national and regional policing initiatives	To consider how national initiatives impact on local policing and priorities for Warwickshire	To consider current national issues and PCC priorities and actions, e.g. Victim Support commissioning, National Air Police project, Child Exploitation.	Victims Services Commissioning Task and Finish Group to undertake detailed work and report findings and recommendations to the Police and Crime Panel.	Reports from PCC National reports and performance information.
10.	To drive collaboration between police forces and have regard to the Strategic Policing Requirement	To monitor PCC's performance in driving collaboration and the impact on local policing and priorities in Warwickshire	Regular update on Strategic Alliance	Police and Crime Panel to receive regular updates.	<ul style="list-style-type: none"> <li>• Reports from PCC</li> <li>• Performance information</li> </ul>
11.	To notify/involve the PCP in appointments and in complaints	<p>To hold confirmation hearings in relation to appointment of Chief Exec, Finance officer or Deputy PCC</p> <p>To review and hold scrutiny hearing in relation to any proposal from PCC to remove Chief Constable</p>	<p>To consider any complaints made personally against the PCC.</p> <p>To hold any necessary confirmation hearings.</p>	Police and Crime Panel to receive regular updates and hold additional meetings when required.	<ul style="list-style-type: none"> <li>• Notification of all complaints made against the Commissioner / Deputy Commissioner.</li> <li>• Notification of appointments.</li> </ul>

## Warwickshire Police and Crime Panel – Accountability Framework

## Possible areas of focus for the Police and Crime Panel, based on the PCC's priorities

Police and Crime Plan	Information to date	Information required	Information to PCP
<p><b>Summary: 5 Areas are:</b>            Reduce crime and disorder*            Protect communities from harm*            Empower local communities to prevent crime and disorder            Deliver efficient and effective police force*            Meet requirements of the Strategic Policing Requirement.</p> <p><i>* The three objectives against which primarily the performance of the police will be measured</i></p>			
<b>Objective 1 – Reduce Crime and Disorder</b>			
<ul style="list-style-type: none"> <li>Reducing crime associated with drugs and alcohol</li> <li>Reducing anti-social behaviour</li> <li>Ensuring offenders brought to account and reduce reoffending</li> </ul>	Plan sets out bodies PCC working with – including strengthening SNTs (including everyone knows how/who to report problems to) and proposes areas for monitoring.	Data against proposed measures in plan  Impact of PCSOs  CS funded project objectives and outcomes	Crime statistics have been shared, but need targets and performance measures against priorities.
<b>Objective 2 – Protect the public from harm</b>			
<ul style="list-style-type: none"> <li>Hate crime, domestic abuse, sexual violence and safeguarding children and adults</li> <li>Road Safety</li> <li>Investigate innovative ways to prevent crime against people and promoting early intervention</li> </ul>	Some information in Plan And proposed areas for monitoring.  Some information in plan –including support for safety of cyclists.	Data against proposed measures in plan. How is PCC monitoring number of reports and determining whether there is effective preventative strategies.  Measures of success.	Crime statistics have been shared, but need targets and performance measures against priorities.



## Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
<b>Objective 3 – Empower local communities to prevent Crime and Disorder</b>			
<ul style="list-style-type: none"> <li>• Work with community groups, Councils, F&amp;R, HWBB</li> <li>• Keeping PCSO numbers at no less than 100</li> <li>• Consistent and comprehensive support for victims of crime</li> <li>• Increasing special constables</li> </ul>	<p>Meetings recorded</p> <p>Numbers of PCSOs in place</p> <p>That commissioning of victim support not yet agreed</p> <p>SCs – aim is to increase from 309 to 410</p>	<p>Measures of success.</p> <p>How far got, what is the timescale?</p>	<p>List of extended powers.</p> <p>PCC report back on progress with commissioning Victim Support</p> <p>Need targets and performance measures against priorities.</p>
<b>Objective 4 – Deliver an efficient and effective police service</b>			
<p>Through: Strategic Alliance, monitor of Protective Services, ensuring a 'more consistent provision of local policing'</p>	<p>Outlined in plan.</p> <p>Includes aim that everyone will know their local Beat Manager as stated in objective one.</p> <p>Focus on volunteers</p>	<p>Briefing on structure, objectives and progress of the Alliance – report from Governance Group?</p> <p>How Alliance fits the New Policing Model</p>	<p>What are criteria applied to volunteers, how measure success?</p>
<p><b>Strategic Policing Requirement</b></p> <p>Criminal or terrorist threats and harms that require cross boundary response, e.g. Cyber crime.</p>	<p>References in reports and verbal references to national meetings.</p>	<p>Evidence that the Alliance has the capacity and capability to meet national threats</p>	<p>Same performance reports as West Mercia?</p>

## Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
National policing response in concert with other agencies, including capabilities that forces need to maintain to achieve outcomes.			
<b>Specific Areas Raised By Panel – included in Work Programme 2014/15</b>			
Strategic Policing	Questions are raised at meetings showing members wish to understand more about policing.	Briefing on the national and strategic policing picture and how Warwickshire fits this.	Report back promised – may need to have a seminar type session
Performance Management	This has been raised in relation to budget, the Police and Crime Plan and some data given, but no performance framework as such.	Need information on the key areas of performance and indicators and how the PCC is holding the CC to account in delivering.	To be monitored by the Planning and Performance Working Group
Victim Support	Is an area where concern about commissioning of services (as referred to above).	Explore how partners can work together in coordinated/consistent way?	To be undertaken by Task and Finish Group
Budget	Information to Panel and BWG.	Request for quarterly budget monitoring – end of quarter information, reserves, capital programme.	To be undertaken by Budget Working Group? TBC
Estates Strategy	No information to date.	Information on the Strategy and the Joint Property Vehicle.	JPV due 18 <sup>th</sup> July 2014
Community Ambassadors	Updates on the scheme.	Job description and criteria for selection. How operates alongside role of councillors. How information from these 'eyes and ears'	Report back to Panel, including annual review – due 26 <sup>th</sup> September

## Warwickshire Police and Crime Panel – Accountability Framework

Police and Crime Plan	Information to date	Information required	Information to PCP
		is being analysed and used by PCC	2014.
Engagement Strategy	Had a document listing who the PCC will engage with and meetings he will hold and attend.	It is not clear how these will be tied together and influence development of priorities and measure of effectiveness of his initiatives or performance of police.	Delivery Plan due 20 <sup>th</sup> June 2014
Community Safety Grants	List of grants made has been tabled.	Need to understand the criteria applied in awarding grants and how the PCC will ensure are aligned with his priorities and those of partners (such as local councils, HWBB etc.)  Will the PCC engage with the WCC 'Statement of Intent' regarding grants to the Voluntary Sector?	Criteria and performance measures – yet to be shared.  Update on grants awarded due 20 <sup>th</sup> June 2014.

## Warwickshire Police and Crime Panel Task and Finish Group Scoping Document

<b>Review Topic</b> (Name of review)	Commissioning of Victims' Services
<b>Task and Finish Group Members</b>	To be appointed at 20 <sup>th</sup> June meeting of the Police and Crime Panel.
<b>Key Officers / Departments</b>	Chris Lewis – lead, Office of the Police and Crime Commissioner  Sue Ingram, Domestic Abuse Manager, WCC Etty Martin, Sexual Health Co-ordinator, WCC
<b>Lead Support Officer</b>	Georgina Atkinson
<b>Timescales</b>	The Task and Finish Group to report its finding to the 26 <sup>th</sup> September meeting of the Police and Crime Panel.
<b>Rationale</b> (Key issues and/or reason for doing the review)	<p>Prior to the election of the Police and Crime Commissioners (PCCs) in November 2012, the Ministry of Justice annually awarded Victims Support (“An independent charity helping people cope with the effects of crime, by providing free and confidential support and information”) £38m for the delivery of support services to victims of crime. The majority of that funding (£25m) is ring-fenced for victims of the core categories of crime – in Warwickshire, this equates to 12,000 crimes per year, which are referred to Victims Support.</p> <p>Following the election of the Commissioners, the Ministry of Justice split the £25m across each of the 41 Commissioners with a view that support services for victims of crime should be commissioned locally and seek to involve the Third Sector.</p> <p>In light of this, Warwickshire's PCC is currently conducting research of the current landscape of victim support services, in terms of those currently provided by Victims Support and other specialist providers. The MoJ requires the commissioning intentions for each Force area to be confirmed by 1<sup>st</sup> April 2015. There is currently no stipulation when services must be commissioned or contracts awarded.</p> <p>The Office of the PCC has organised a practitioner event for 22<sup>nd</sup> May 2014 to explore the provision of services; however, the OPCC recognises the need for the experiences and views of the victims of crime to be a key contributor in the consideration of what support services are required across Warwickshire. The Victim's Commissioner report ‘Listening and learning: Improving support for victims in Warwickshire’ included a recommendation that the PCC “<i>should listen to the victims of crime, to determine a Warwickshire standard of service which, as a minimum, meets the requirements of the Victims Code, and which pays particular attention to improving communication between the police, criminal justice agencies, victims and the wider public</i>”.</p> <p>Listening to the voice of victims, and evaluating their experiences of existing support services in order to ascertain a picture of local need, will be the key role of the Task and Finish Group in this piece of work and will contribute to the OPCCs determination of its commissioning intentions.</p>

**Warwickshire Police and Crime Panel  
Task and Finish Group Scoping Document**

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The review will provide an evidence-based view from the community about the current provision of support services to victims and what support is required going forward. The review will identify the priorities, gaps and best practice of service provision in Warwickshire.</p>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following will be included in the scope of the review:</p> <ul style="list-style-type: none"> <li>• Identification and evaluation of the experiences and views of the victims of crime in terms of the support services that are currently provided.</li> <li>• Focus on victims of: anti-social behaviour, domestic abuse, sexual violence, hate crime and young victims of crime.</li> <li>• Consideration of the MoJ 'Code of Practice for Victims of Crime' to determine compliance measures that meet the needs of the victims and accountability procedures for providers.</li> </ul>
<p><b>How will the public be involved?</b></p>	<ul style="list-style-type: none"> <li>• Identification of focus / review groups for victims (if in existence).</li> <li>• General promotion and calls for evidence by the Task and Finish Group, to welcome input from the public.</li> </ul>
<p><b>What site visits will be undertaken (if required)?</b></p>	<p>Possible site visits to service providers (such as the Blue Sky Centre at George Eliot Hospital) if deemed necessary to better understand the needs of victims.</p>
<p><b>How will our partners be involved?</b> (consultation with relevant stakeholders, District / Borough reps)</p>	<p>District/Borough members will be encouraged to contribute their views and/or signpost to victims voice/focus groups.</p> <p>Partner organisations in the criminal justice system and providers with contact with victims will be asked to provide evidence and/or signpost to victims voice/focus groups.</p> <p>Chairs of Community Safety Partnerships</p>
<p><b>What primary / new evidence is needed for the scrutiny?</b> (What information needs to be identified / is not already available?)</p>	<p>Information on existing services including:</p> <ul style="list-style-type: none"> <li>• Geographical coverage</li> <li>• Summary of services offered</li> <li>• Service restrictions (i.e. age restrictions)</li> <li>• Client groups and referral routes</li> <li>• Number of referrals</li> <li>• Local issues of concern</li> </ul> <p>Evidence from existing providers about victims' experiences.</p>

**Warwickshire Police and Crime Panel  
Task and Finish Group Scoping Document**

<p><b>What secondary / existing information will be needed?</b> (i.e. background information, performance indicators, complaints, existing reports, legislation, central government information and reports)</p>	<p>The following documents:</p> <ul style="list-style-type: none"> <li>• Listening and learning: Improving support for victims in Warwickshire (VSA project)</li> <li>• Victims' Services Commissioning Framework (Ministry of Justice, May 2013)</li> <li>• Code of Practice for Victims of Crime (Ministry of Justice, October 2013)</li> </ul>
<p><b>Indicators of Success</b> (What factors would tell you what a good review should look like? What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<p>The review will provide a comprehensive insight and evidence-base into the views and experiences of victims of crime in relation to the support services that are currently provided and an assessment of need going forward.</p> <p>These will be presented in a final report and recommendations. Early indications of support to victims demonstrates that it should:</p> <ul style="list-style-type: none"> <li>• Be geographically fair, in terms of access to services</li> <li>• Have a victim-centric approach that puts the needs of the victim at the heart of the system</li> <li>• Have a multi-agency approach, where appropriate</li> <li>• Include victims of anti-social behaviour and hate crime</li> <li>• Have consistent, specialised provision for victims of domestic and sexual violence</li> <li>• Provide specialised support for children and young people. <sup>1</sup></li> </ul>

<sup>1</sup> Listening and learning: Improving support for victims in Warwickshire (VSA project)