

# His Majesty's Prison and Probation Service

## Supporting the victims of serious crime

His Majesty's Prison and Probation Service (HMPPS), an executive agency of the Ministry of Justice, is responsible for delivering prison and probation services in England and Wales. To enable the consistent delivery of its victim services, HMPPS turned to Civica to deliver a national system for managing contact with victims of serious crime.

As part of its work to protect the public, reduce reoffending and support offender rehabilitation, HMPPS has responsibility for liaising with over 60,000 victims of serious crime. This duty means that the agency must deliver on the commitments of the Victims' Code, providing victims of serious sexual and violent offences with access to information and services throughout the duration of their offender's sentence.

HMPPS delivers its victim services via more than 350 employees, including 200 victim liaison officers, working within the National Probation Service (NPS). They must manage contact with victims, a highly sensitive process that can be subject to intense media interest.

This is especially true at the time of key events such as an offender being eligible for parole. At such a time, the victim must be informed and given the opportunity to request conditions for the offender's release.

### Victims Case Management System benefits

- Standardised processes and terminology to support a **consistent national 'best practice'**
- **Proactive** alerting, workflow and case management
- **Engaged representatives** across the NPS and community rehabilitation companies
- **Rapid delivery with agile approach to aid future development**



Over **60,000** victim cases



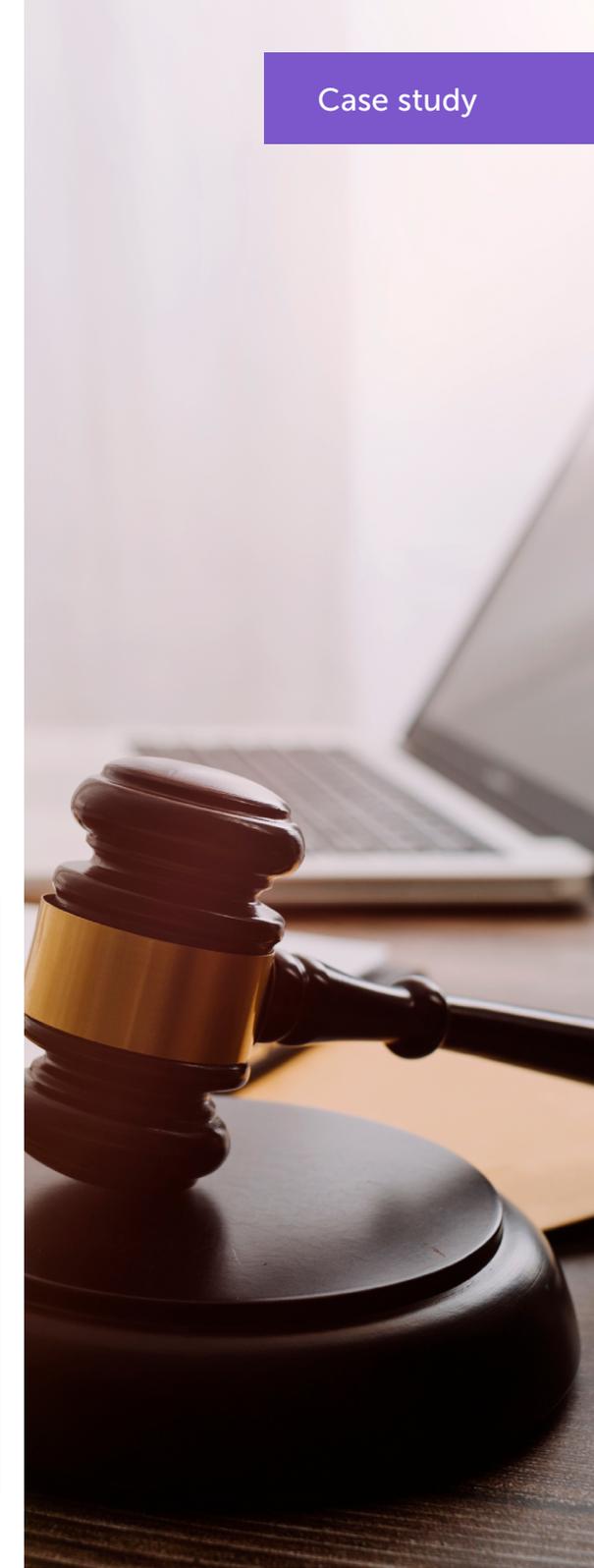
Relied on by **350** staff



Aggregating **99 systems** and data sources

“We are a national service and we needed a national system to help us manage our support to victims. It has built confidence in the service both internally and externally and the approach we took with Civica is being replicated elsewhere in the NPS.”

**Jim Barton,**  
HMPPS



## Creating a national system for victims' case management

Given the sensitive nature of HMPPS' work and the need to support employees across England and Wales, the client wanted to deliver a unified, national system that would provide consistency and insight into the delivery of victims' services. Its existing service was made up of a collection of 99 separate systems or data sources containing live information, many of which were developed in an evolving, uncoordinated fashion in-house, and had no support mechanism in place.

Without a single system in place, it was difficult for HMPPS to respond efficiently to information requests or assess a caseload at a national level. There was also no consistent operating model for liaising with victims across the service providers.

## Rapid delivery of a reliable, flexible system

Civica took an agile approach to the project, working as an integrated, co-located team to deliver first, a 'minimum viable product', of the new Victims Case Management System (VCMS). This user-driven process was core to not only creating an effective solution, but also gaining buy-in from users.

One of the key findings of the discovery and prototyping phases was that there were several complex scenarios to accommodate. This included cases where descendants of the victim

inherited eligibility for the service, or offenders were known to multiple probation service providers. When it came to managing caseloads, there was previously a discrepancy between what users thought they had in terms of 'live' cases and what was actually live at any one time. It was found that victim liaison officers didn't feel they could rely on the systems to alert them at key dates, or when situations changed.

The new VCMS addresses these challenges, handling all the information and files regarding contact with victims from Court, to the end of the offenders' sentence. It also provides a reliable replacement for all the files, papers, databases and disparate systems previously used by HMPPS' 350 staff - proactively alerting users to help them manage their caseloads, with a clear view of their live cases.

## A new model for IT projects and platform for future development

The development of the VCMS has created a new model for the delivery of IT systems in the NPS. The project has delivered a new system, with reliable data, that victim liaison officers can trust and have ownership of - building a better connection between national policy and operations.

The new VCMS can now be supported and extended in the long term, which enables the client to base decisions on data and properly monitor the system nationally. The system proactively helps victim liaison officers, managers and

admin staff across the NPS to do their job in a timely and accurate way.

One of the key benefits of Civica's agile approach was that a working solution was delivered quickly. Future sprints will develop the system further with new features, including additional reporting capabilities and the implementation of data retention policies. Mobile working and supporting assistive technology is another area that will be supported.



# HM Prison & Probation Service

"It might sound simple but we delivered a system that actually works when we said we would. Not only that, Civica helped us narrow the gap between users and developers. It was a highly collaborative process that has, effectively, delivered cultural and process change through the technology."

**Nigel Battson,**  
Senior Policy Advisor, HMPPS

